

MAY 15, 1941



TWENTY CENTS

Sales Management

- ★ Iron Fireman's Wizard Sales Kit: An All-in-One Training and Re-training Plan
- ★ Kirkhill Builds Sales from the Ground Up by Working with Plant Engineers
- ★ Three Reasons Why Encyclopaedia Britannica Sales are Chalking Up Big Gains
- ★ Enriched Bread Blitzes Baking Industry; Brings Price and Promotion Problems
- ★ Significant Trends — Marketing Pictographs — Advertising Campaigns

E MAGAZINE OF MODERN MARKETING



If You Were Selling Subscriptions *Which Fork in the road Would You Take?*

• The left fork leads to easy money in Milltown. Plants are right close together; perhaps you can sell five or ten subscriptions in each, in an afternoon. The right fork takes you out into rough country. Plants are big, but they're far apart. It would take a couple of days to cover them. *Which fork would you take?*

• It costs the subscription salesman hard-earned money to cover decentralized industry. But to you as an advertiser, the plants on the right fork are important. They spend as much for industrial equipment and supplies as the close-packed smokestacks of Milltown.

• Mill & Factory's "circulation men"—industrial distributors' salesmen — call regularly not only on the decentralized plants but on those in remotely located industrial areas as well. They know the key men in these remotely-located plants who are charged with the responsibility of

specifying and buying. They see that their names are on Mill & Factory's circulation lists. And distributors pay for every copy.

• Another reason why — for intensive coverage of key men, North, South, East or West, in Milltown or in the mountains — Mill & Factory belongs at the top of your industrial advertising schedule. Conover-Mast Corp., 205 E. 42nd St., N. Y. C., 333 N. Michigan Ave., Chicago, Leader Bldg., Cleveland.

MILL & FACTORY

A Conover-Mast Publication



You can't see it..

but your salesmen can feel it —



There's one place where this "5th color in magazine advertising" shows up.

That's in your salesman's order book.

For this 5th color is Local Color—the "extra something" that helps a salesman go to town with a national magazine campaign.

We've put that "extra" into **THIS WEEK Magazine** by one simple trick: By backing up its national sales power with the local influence of 24 great Sunday* newspapers.

That means that to the trade, **THIS WEEK** is "more than a magazine." It's part of

their own local advertising medium.

And to the public, it's "more than a magazine". It's the place where they do their local shopping.

And to the advertiser who wants to sell the 24 Key Markets, it's *the equivalent of 4 magazines*. For **THIS WEEK's** 6 million copies concentrate on these sales centers as thoroughly as the next 4 weeklies, or the top 4 women's magazines, combined.

*Week-end edition in Chicago.



**SELLS THE
KEY MARKETS**

THE HUMAN SIDE



Queer Questions Quickly Quelled

Where would you look for a retired merry-go-round horse?

The other day such an inquiry was received in Los Angeles from an elderly gentleman who wanted one to put in his grandchildren's playground. He thought his was an original idea—but retired merry-go-round steeds have a waiting list, because barbers have discovered that they make interesting seats for kiddies having a haircut.

Grandfather would have been surprised had he known how seriously his inquiry was taken, for no less an authority than the County of Los Angeles went to work on it, running down possible sources. At the Chamber of Commerce, which handles such inquiries, Edward M. Ware specializes in still hunts for all sorts of things people ask for. The theory is, that in sending to Los Angeles, they have paid the town a compliment; that what they want is surely to be found somewhere in the city; and that bringing demand and supply together makes business for local people.

Mr. Ware is a kindly gentleman, with a permanent look of expectation blended with astonishment. He opens his mail, and is astonished by the things people want, and is astonished again when he finds out who can supply them, often a job for Sherlock Holmes.

For merry-go-round horses, a dozen telephone calls were needed to locate a manufacturer, who agreed to reserve a retired horse for the dotting grandfather—a retired specimen is one with a leg or tail broken off, and replaced by a new prancer.

Not long ago, a movie studio wanted to rent 1,000 longhorn steers. It was thought that the longhorn had disappeared. But diligent search located two herds, one in California, the other in Arizona, and the cattle were used in a picture.

People write in to find markets for their own goods, one of the staples being snakes. Mr. Ware practically has the snake market at the tips of his fingers, and finds buyers for everything from garter to rattlesnakes, which are used for show purposes, and in zoos and medical laboratories.

An emergency call came in by wire some weeks ago, for a special type of resuscitator needed to save a hospital patient's life—it was found, rented, and dispatched by plane.

An Easterner wrote saying he wanted to see Los Angeles, but would not come if his particular brand of rum was not obtainable there. Mr. Ware located it in a chain market, and replied reassuringly.

The real moral of this story, however, is in the technique he has developed for finding the unfindable. No matter how surprising, even outlandish, the inquiry may be, he submits it to a tested routine.

First, there are directories, and the classified 'phone book—they may list merry-go-round manufacturers, or proprietors, who can give information, if not take care of the demand. Then, he has a very complete list of business associations—their secretaries

often tell him where to turn next. Long experience has given him a nose for this sort of thing, and if all sources fail, he will go on a blind hunt.

For instance: A tourist found, when he got back home, that he had left his laundry somewhere in Los Angeles. He gave vague directions, thought it must have been about so far out on such a boulevard. Mr. Ware put on his hat and walked out that boulevard, stopping at every laundry, until he located the bundle.

Another: A caller knew that Herman Blank bought eggs, but wanted his address. There were about 20 Herman Blanks in the 'phone book. Mr. Ware started in calling them one by one. The first Herman was indignant over the idea that he bought eggs, the second got a wonderful laugh out of it—and the third was Herman, the egg buyer.

Funny business for a county to be in—but years ago the Supervisors of Los Angeles County learned that it leads to business.

Your Name in Wood

Gene Scafard, an artist who spends his Summers at Provincetown, used to design and make jewelry, which he sold. It occurred to him that his customers did not realize the amount of time and the value of the materials that went into his work. Obviously, it would be easier to sell hand-made jewelry which could be offered at lower prices. In looking about for a medium, he thought of wood. Less expensive than the metals he had been using, it had the added advantage of requiring less labor to turn it into attractive pins and earrings. So he bought a supply of woods, most of them rare, and turned out some pins in the form of initials and women's names. The business prospered, permitting him and his wife to spend their Summers in Provincetown and their Winters at their home in New Rochelle, New York. Last Winter they tried the experiment of opening a shop in Fort Lauderdale, Fla., with satisfactory results.

Mr. Scafard sells his pins for \$1.50 apiece. He makes monograms to order, but keeps a large stock of women's names on hand. In the seven years that he has been working in wood, he has made 50,000 name-pins and has kept records of sales, so that he can make up stock in proportion to demand. Mary, naturally, is the biggest seller, followed by Betty, Helen and Ruth. He makes Greek letter pins for sorority girls, Delta Delta Delta leading in this field, with Kappa Kappa Gamma and Chi Omega running fairly close behind. He also makes what might be called "regional" pins, sea-horses, flamingoes and greyhounds (reminiscent of dog-races) for his Florida clientele.

Mr. Scafard studied at the Beaux Arts and the National Academy of Design, and he takes an artist's pride in careful workmanship. He designed the letters in the alphabet he uses; modern and all lower case. He's a good-natured person, but he won't fill an order for any design that he considers inartistic. For instance, he is sometimes asked to make a name-pin beginning with a capital letter, and he prefers to lose the order rather than comply. Sometimes he gets wholesale orders, which he fills, though he does not go after



"Instigator, designer and model," Norma Scafard, wife of the maker of wooden "jewelry," wears his wares on all occasions.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright May 15, 1941, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 3, 1928, at the Post Office, N. Y., under the act of March 3, 1879. May 15, 1941. Volume 48. No. 11.

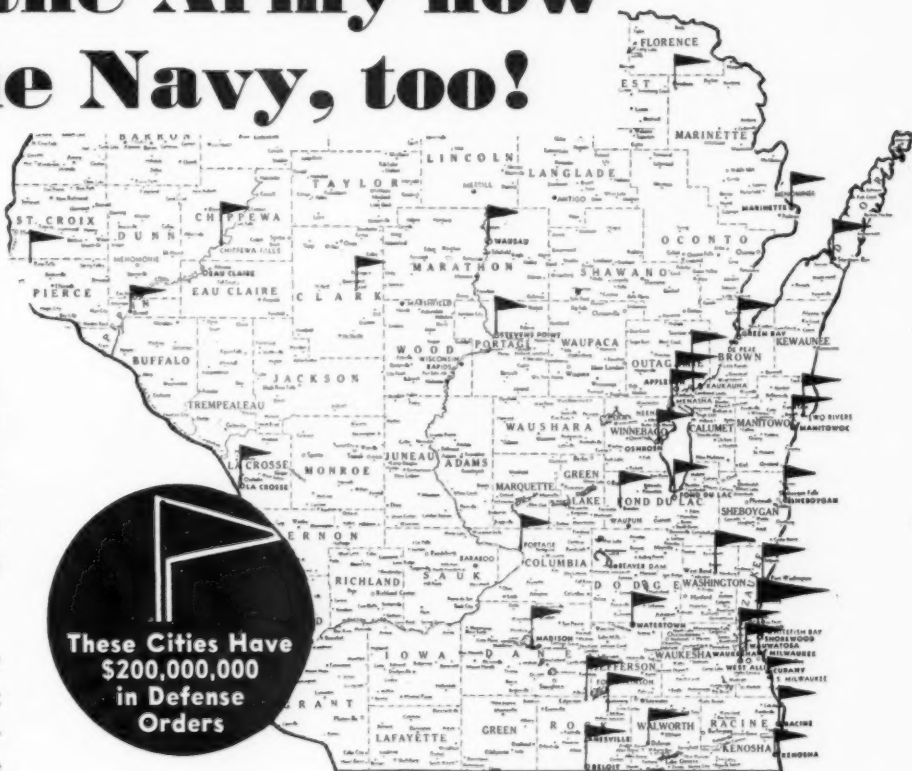
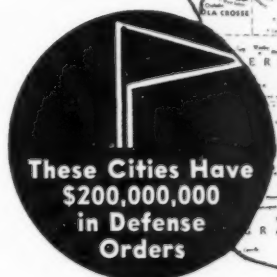


We're in the Army now —and the Navy, too!

THE Milwaukee-Wisconsin area has signed up for more than \$200,000,000 in national defense orders. In Milwaukee county alone, orders exceed \$100,000,000 and average \$1000 for every factory wage earner.

This industrial area is a major source of production equipment and basic materials used by manufacturers in all parts of the country. As a result, the growing prosperity of this area is not based alone upon government orders placed *here*. We benefit from defense orders placed *everywhere*. According to "Iron Age," one-third of all companies holding defense contracts are dependent to some extent upon the production of a single Milwaukee company.

More than 50 factories in Milwaukee county have defense or-



ders—more than 130 factories in Wisconsin. Twenty-seven have contracts ranging from one million to forty-five million dollars. Materials include scores of items from kitchen utensils and gloves to howitzers, Diesel engines and submarines.

Because of the diversity of manufactures and the spread of orders, the new buying power here is not dependent on any one or two huge new defense developments but is built on the more solid foundation of using more fully the plant facilities already available.

Moreover, defense orders, huge as they are, add only 12% to the normal output of the mighty Milwaukee industrial area. Spending power here amounted to \$600,000,000 annually before the defense program started.

Factory pay rolls have increased 39% in the last year, adding more than a million dollars weekly in new purchasing power. Department store sales in March were 17% over a year ago and 4% over 1929. Here's a market for top returns—and one of the most economical to reach with newspaper advertising.

Read by
88%
of ALL
City Zone
Families

The MILWAUKEE JOURNAL

National Representatives—O'Mara & Ormsbee, Inc.



A billion rabbits in one house would be news! And a billion dollars in wholesale sales in any market is news too. The wholesale sales in Memphis and the Mid-South market total \$1,082,032,870.00. You can see why Memphis, the 32nd city in population, ranks 17th in wholesale trade volume throughout the United States. And WMC, the pioneer radio voice of Memphis and the Mid-South, is the station that influences these sales.

**DOLLARS
AND
DEFENSE**

More than \$80,000,000 in defense projects are being spent in Memphis and the Memphis market. This arsenal of the Mid-South includes the \$25,000,000 Tennessee Powder Company, the \$7,000,000 Fisher Body Bomber Parts Plant, and the \$12,000,500 United States Army Supply Depot.

5,000 Watts
Day
1,000 Watts
Night

WMC

NBC
RED
NETWORK

MEMPHIS, TENN.

★
THE Billion Dollar MARKET

★
Represented Nationally by THE BRANHAM CO.

★
Owned and Operated by

**THE
COMMERCIAL APPEAL**

★
MEMBER OF SOUTH CENTRAL QUALITY NETWORK
WMC—MEMPHIS WJDX—JACKSON, MISS.
KARK—LITTLE ROCK KWKH-KTBS—SHREVEPORT
WSMB—NEW ORLEANS

such business aggressively. B. Altman, New York department store, once sold \$3,000 worth of his pins in a week.

He has a sizeable stock of woods of 200 different kinds, including American holly, Brazilian tulip, kingwood, African Vermilion, English hawwood, rosewood, African mahogany, and zebrawood (which looks just as you would imagine it). For his purpose, wood should be fibrous, and not brittle, and it should have high tensile strength. He buys wood in logs and seasons it himself.

In working, he first draws his design, then cuts it with a Delta saw, finally chiseling the individual piece by hand. The piece is then spray lacquered and hand-rubbed. He can saw the design into two pieces at one time, but the hand carving must be applied to each separately.

Mr. Scafard's wife, Norma, travels with him and helps, especially in selling activities. He gives her credit for their success.

International Kitchen of the Air

When women like a radio program, they demonstrate the fact with enthusiasm, but what makes them like what they like?

If Northern California's Number One home economics program on the air may be taken as a criterion, some of the answers are: Practical, concrete advice on how to buy; recipes and planning of menus; informality; variety; and a radio personality that can add importance and glamor to the routine of the household.

"International Kitchen," known as the "KPO Home Forum," featuring Gladys Cronkhite, ranks as the ace home economics program in its territory. Fan letters pour in at the rate of thousands a month, not only from Northern California, but from points in Nevada, Oregon, Nebraska, Utah, and the State of Washington. When KPO featured International Kitchen at a food show held in Oakland, Cal., introducing Miss Cronkhite during the stage show, droves of women stood in line to get a look at her, to go away with personally signed recipe booklets—and 5,000 autographed photographs!

International Kitchen is a good name for the period. To the housewife perhaps bored with the four walls of her own kitchen, the qualifying adjective brings a suggestion at once of the foreign, and of the universality and importance of the housewife's tasks. The backbone of the broadcast is advice on wise purchasing of table products and planning of balanced menus. Menus and recipes are mimeographed and mailed free to listeners requesting them. Commercials are woven into the broadcasts by Miss Cronkhite from material supplied by the sponsors, becoming an integral part of the program in an informal "as one woman to another" style.

Guests are introduced who can link the kitchen of the average housewife with the important enterprises of the world, or some of its more dramatic ones, raise the prestige of the housewifely duties or emphasize their importance. Cooking and the preparation of menus are made interesting by recipes from other nations, with detailed advice on scientific methods of preparing them in the American kitchen. Solutions for a variety of domestic problems are also offered. In addition to culinary facts, Miss Cronkhite varies the program by imparting news on home entertainment, fashions, plans for clever parties, novel table decoration schemes, etc.

International Kitchen, after some years of successful broadcasting on a number of Pacific Coast radio stations, was taken on by KPO's 50,000-watt station as a 15-minute period in January, 1939. A year later it was extended to a half-hour period to accommodate a waiting list of advertisers. In its first month over KPO International Kitchen drew 1,090 letters without any special offer or contest, which gave it a rank of 13th in mail response among all NBC sustaining programs, despite the fact that it is released on only one station. During 1939, the total number of fan letters received was 19,359. In 1940, mail amounted to 2,000 and 3,000 letters a month.

Sponsors in 1940 and in 1941 include: Knox Gelatin, Purex, Gas Appliance Society, and Electric Appliance Society of Northern California; Dr. Phillips Co.; California Prune and Apricot Growers; Northwestern Yeast (for Maca); Soil-Off Manufacturing Co.; Scott Paper Co.; Frank Food Co.; Western Wax; Sunnyvale Packing; Pond's Extract Co.



HOW TO SELL FOOD



FOR three generations H. J. Heinz food products have been growing in popularity and acceptance. Today the name "HEINZ" is a buy-word among millions of housewives throughout the nation.

These housewives will testify to the quality of Heinz products. Likewise, from coast to coast, merchants and advertising men will testify to the quality of the advertising and merchandising that has helped build this acceptance.

When an organization with a reputation for being an astute buyer of advertising space pays tribute to a newspaper, that newspaper can be justly proud. Two weeks ago, F. L. Bradfute, Chicago East Branch Manager of the Heinz Company, in a report to Franklin Bell, Advertising Director of the company, had these things to say about the Chicago Herald-American:

1. "We believe the Herald-American circulation is less duplicated than that of any other Chicago newspaper. We believe it reaches a group of people who use great amounts of advertised food—the type of people to whom we should advertise regularly."

2. "Their food pages, in our estimation, are the best in Chicago."
3. "The success of the cooking schools conducted by Mary Martensen does not need comment."
4. "The Herald-American has one of the most effective merchandising staffs with whom we have ever worked."

We are proud of this tribute . . . proud that we have played a small part in the sales success of Heinz products. It is evidence that our recipe for producing a good newspaper has been successful . . . evidence that we have won a following among the market's young, aggressive families. For, in the final analysis, it is the responsiveness . . . the "buy-ability" of our readers . . . that has made the Heinz advertising campaign in our newspaper successful. Herald-American families are vital to the success of any campaign in Chicago. Any representative of the Rodney E. Boone Organization will give you additional facts about this market . . . and about this newspaper.

P. S.—Last year the H. J. Heinz Company concentrated 45.1% of their Chicago newspaper advertising in the daily and Sunday Herald-American.

A HEINZ TESTED RECIPE FOR INCREASED SALES
CHICAGO HERALD-AMERICAN...friend of the family
 THE PACE-SETTER IN THE NATION'S SECOND MARKET
 Represented Nationally by The Rodney E. Boone Organization

Sales Management

VOL. 48, NO. 11

MAY 15, 1941

CONTENTS

General

Baking Industry A-Dither Over "Enriched" Bread; Not All See Eye to Eye....	66
Marketing Pictographs, beginning on.....	45
NFSE Holds Sixth Annual Conclave in Cincinnati, June 12, 13, 14.....	92
Significant Trends	15

Premiums

S & W Foods Hit Jack Pot with Premium Offer of Pen & Pencil Set.....	74
--	----

Sales Control

What Is Scientific Territory Coverage? Thorson Has an Answer	56
<i>Based on an interview by Deac Martin with James Alfred Thorson, Thorson & Thorson, Cleveland</i>	

Salesmanship

If You Would Pack Punch into Selling, Use More "Power Words".....	64
<i>By Eugene J. Bengé, Bengé Associates, Management Engineers, Chicago</i>	

Sales Policy

Our Sales Begin with Engineers Who Have a Production Problem.....	37
<i>By T. Kirk Hill, President, Kirkhill Rubber Co., Los Angeles</i>	
Three Reasons Why Britannica Sales Are Chalking Big Gains.....	24
<i>Based on an interview with L. C. Schoenwald, Vice-President in Charge of Sales, Encyclopaedia Britannica, Inc., Chicago</i>	

Sales Promotion

Callaway Tests Products and Policies in Retail "Laboratory".....	84
Dress Your Catalog as a Sales Tool—That's What It Should Be.....	70
<i>The first of a series of three articles by Harry Simmons</i>	
Wacky Ideas That Make People Stop—and Look—and Buy.....	22

Sales Training

Iron Fireman's Wizard Sales Kit: An "All-in-One" Sales Training Plan.....	18
<i>Based on an interview with Odin Thomas, Sales Personnel Manager, The Iron Fireman Co., Cleveland</i>	

Departments and Services

Advertising Agencies	86
Advertising Campaigns	20
Business-Consumer Relations	80
Comment	94
Marketing Flashes	28
Media	88
New Products and Markets.....	42
News Reel	17
Sales Letter Round Table	32
Scratch-Pad	30
The Human Side	2

Notes from the Managing Editor's Desk

Even a complicated sales training procedure can be reduced to essentials in such a way that it triumphs over time, red tape, and human inertia. Iron Fireman has done such a job through its "Sales-Pac," a remarkable management tool which is a training system, a sales manual, a sales meeting guide, a sales presentation, all rolled into one. It earns the spotlight as the leading article in this issue. Page 18.

* * *

We see no reason why a business paper need be dull just because it must deal in large part with sober matters of plan and policy. Not when interesting people like Jack Gast are fair game for our reporters. Mr. Gast does witty things with junk. They turn out, somehow, to be traffic-stopping merchandise displays. Meet him on page 22.

* * *

For years catalogs have been in a rut. Not nearly enough creative sales planning has gone into them. Many of them represent wasted money, wasted sales opportunity. Read Harry Simmons' articles on "Catalogs, 1942 Model" (first one this issue), and then see if your last catalog job doesn't look a little like a 1928 Chevrolet.

A. R. HAHN



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Want a taste—"Bonus"? *Call for*
SCHENLEY
the whiskey bottled at the "*Peak of Flavor*"



Schenley Black Label 65% Grain Neutral Spirits, 86.8 Proof. Schenley Red Label 72½% Grain Neutral Spirits, 90 Proof. Both Blended Whiskey. Schenley Distillers Corp., N. Y. C.

Why Pay More? Why Accept Less?
CHEVROLET SATISFIES!
CHEVROLET SAVES!



You get all the essential motoring qualities in this luxurious new Chevrolet for '41 . . . And you save a whale of a lot of money in purchase price, operation and upkeep, when you buy it and drive it . . . It's the No. 1 car of the nation . . . It's the No. 1 car for you!

CHEVROLET MOTOR DIVISION, General Motors Sales Corporation, DETROIT, MICHIGAN

GIVE LOW-PRICED " **QUALITY QUIZ** " AND YOU'LL CHOOSE CARS THIS CHEVROLET!

	CHEVROLET	No. 2 CAR	No. 3 CAR
90-H.P. VALVE-IN-HEAD ENGINE	YES	NO	NO
CONCEALED SAFETY-STEPS	YES	NO	NO
VACUUM-POWER SHIFT <small>AT NO EXTRA COST</small>	YES	NO	NO
BODY BY FISHER <small>WITH UNISTEEL TURRET TOP</small>	YES	NO	NO
UNITIZED KNEE-ACTION	YES	NO	NO
BOX-GIRDER FRAME	YES	NO	NO
<small>ORIGINAL FISHER NO DRAFT VENTILATION</small>	YES	NO	NO
TIPTOE-MATIC CLUTCH	YES	NO	NO

You'll Say **"FIRST BECAUSE IT'S FINEST!"**

EYE IT...TRY IT...BUY IT!

AGAIN CHEVROLET'S THE LEADER!

SALES MANAGEMENT

This Smokestack's Going Somewhere

YOU DO IT, don't you . . . pin down on your sales maps these collections of smokestacks which everyone calls urban markets?

But there's one kind of smokestack you should watch . . . and follow . . . before you put all your sales thoughts into those pretty market pins. That one kind of smokestack is the ugly, black snout that belches up at the front end of a freight locomotive.

That smokestack's going somewhere . . . regardless of where you stick pins in your map.

And it's going at the front end of a long string of freight cars which carry a lot of yours, or your competitors' merchandise.

As that prosaic old freight engine chugs along it comes to countless towns where it stops and then with a lot of fussing and clanking puts a carload of goods into a siding.

"L.C.L. shipments," you snort and forget the whole matter.

But the old freight engine goes on dropping a carload of goods here and another there until a huge total of goods is delivered.

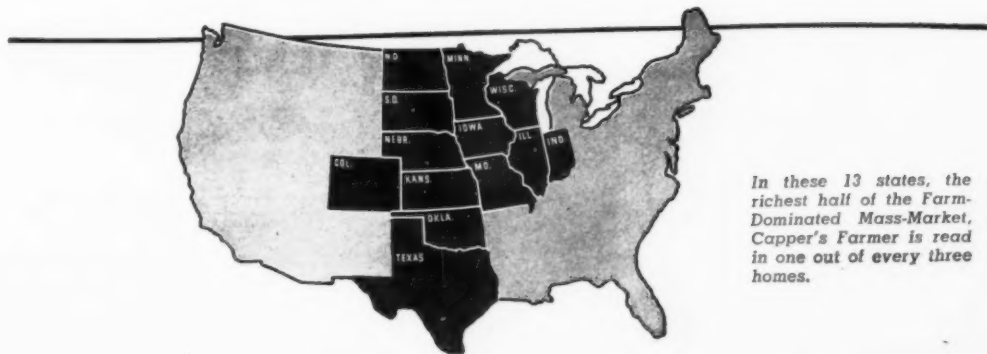
Finally it comes to a big city . . . which may even rate one of your bright pins on the map. Perhaps the freight engine drops a whole string of loaded cars. But soon as it does trucks start backing up to the freight house door . . . and the rest of your trainload of merchandise disappears into the market your sales pins cannot show.

That's the great Farm-Dominated Mass-Market which spreads all over the middle west.

If you're overlooking it with your advertising program you're missing a very big chunk of your national market. Go on . . . follow a freight engine sometime. You'll see what we mean.

CAPPER'S FARMER

TOPEKA, KANSAS



In these 13 states, the richest half of the Farm-Dominated Mass-Market, Capper's Farmer is read in one out of every three homes.



You really don't have to keep too quiet, though, in some neighborhoods of this rich New York market to hear women at work . . . in the neighborhoods, for instance, where the circulation of The New York Times is heaviest. Because it's in those neighborhoods that you can hear them at work most frequently and most loudly . . . jingling merchants' cash registers in a veritable symphony of profit.

Women at work are women spending money, buying the products you advertise. And you can tell where women work the most at this profitable-to-you occupation by seeing where the chain groceries and super-markets set up shop. Because these operators don't guess where the ready cash is in a market; their day-to-day cash business tells them.

A census just made by our market research department shows that chain groceries and super-markets are concentrated in New York City's five busy boroughs in neighborhoods of families whose incomes are average (about \$35 a week) and above. These are the families (54% of all in the city) who buy from 60% to 70% of all generally advertised grocery products sold here.

And it's among these very families that The New York Times city circulation is concentrated . . . a concentration-for-profit that explains why cash-register-minded advertisers (department stores, book publishers, travel and tour agencies, real estate brokers and a host of others) place more advertising in The Times than in any other New York newspaper.

THE NEW YORK TIMES

"ALL THE NEWS THAT'S FIT TO PRINT"

For Women Only

but men profit!

BUY LINES



by Nancy Sasser

NANCY SASSER now goes national with her famous "what-to-buy" column... first national issue out September 7th.

A brand-new opportunity in space buying . . . a personalized Sunday advertising column, written in woman-talk by an expert women's page columnist, on what to buy in nationally-advertised goods.

Thousands of women have been turning right to the society page to see what Nancy's talking about now . . . planning their shopping lists by her say-so . . . swamping local stores with calls for goods she mentions.

Where thousands have turned, now millions will.

For NANCY SASSER is now going national . . . syndicating her advertising column, BUY-LINES, through 32 leading newspapers with 8,500,000 circulation.

Starts September 7th, 1941. Exclusive representation of your product. First come, first served. Minimum 13-week contracts. A natural for store tie-ups. A lever for new outlets. A way to get better push with consumer and retailer. Effective use of small unit space that easily fits your budget.

8,500,000 Circulation in 3 Groups in Key Trading Areas

New York Times • Chicago Tribune • Philadelphia Inquirer • Detroit Free Press • Cleveland Plain Dealer
St. Louis Globe-Democrat • Cincinnati Enquirer • Pittsburgh Press • Washington Star • Minneapolis Star Journal
Boston Post • Indianapolis Star • Des Moines Register • St. Paul Pioneer Press • Louisville Courier-Journal

New Orleans Times-Picayune • Houston Chronicle • Atlanta Journal • Dallas News • Charlotte Observer
Memphis Commercial Appeal • Miami Herald • Birmingham News & Age-Herald • Richmond Times-Dispatch
Jacksonville Times-Union • Norfolk Virginian-Pilot • Nashville Tennessean

Los Angeles Times • San Francisco Chronicle • Seattle Times • Portland Journal • Oakland Tribune

For full information and rates address

NEWSPAPER GROUPS, INC.

Sales Representative for Nancy Sasser, Inc.

420 LEXINGTON AVENUE • NEW YORK CITY • MOhawk 4-3430

CHICAGO • 360 North Michigan • DETROIT • General Motors Building • SAN FRANCISCO • 110 Sutter Street

MAY 15, 1941

[11]

**We're glad to note
we've got**



a lot in common!

YES, we've got a lot in common
—with puppies!

Movie people, illustrators, editors, advertising men know that it's hard to top the power of puppies to appeal to all kinds of people, great and small, young and old.

LIFE Magazine, too, has a unique power to grip the attention of all people.

LIFE's fascinating living, breathing reality commands a regular, week after week audience of more than 20,000,000 readers*—eagerly receptive men, women, and young people.

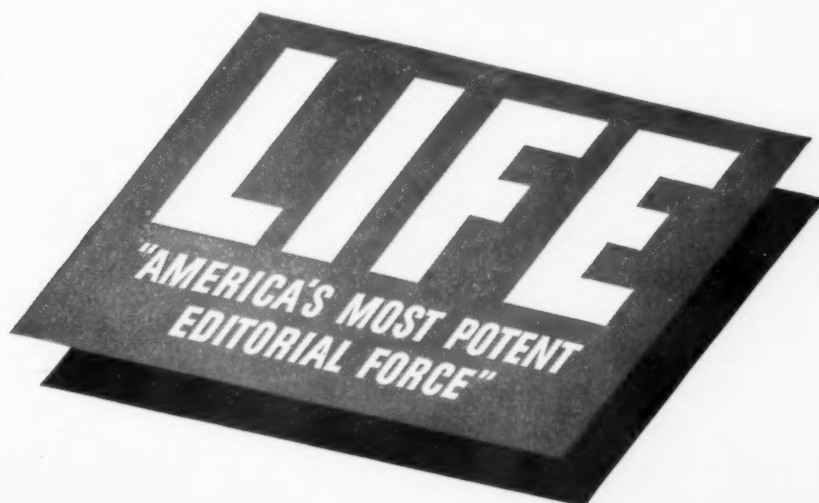
Advertisers have been quick to recognize the extraordinary value of this publishing phenomenon. That explains why

LIFE now carries more advertising of consumer goods than any other magazine.

The phenomenon of 20,000,000 people devoted to one magazine also explains the remarkable *merchandising potency* of LIFE advertising—a potency which stores everywhere are cashing in on by tying up their local promotions with LIFE advertising.

*Scientifically established and reported by LIFE's Continuing Study of Magazine Audiences. Latest audience totals, from Report No. 4:

COLLIER'S	14,750,000
LIBERTY	12,900,000
LIFE	20,450,000
SATEVEPOST	13,050,000





TRAVEL AT YOUR OWN RISK

MOST of the familiar roads these days are blocked. The detour signs are out. Shell and bomb and barricade have shunted history down the side roads, into unremembered country, and every government, every industry and every individual is traveling into a future that is not connected by a broad highway to the past.

For more than ten years FORTUNE has been making road maps for the use of Industry. Today, when Industry is face to face with the greatest challenge in its history, FORTUNE is supplying accurate, documental and indispensable information on which Industry can, and does, proceed with confidence.

One of Industry's most pressing problems is the whole matter of Labor

and National Defense. FORTUNE currently has in progress a series of articles (*The Teamsters' Union; Strike Doctors; British Labor*) which survey the subject from many angles. And the Ninth FORTUNE Round Table (in the July issue) brings together Labor leaders and company representatives in an attempt to stake out a productive area of agreement for the duration.

In time of war, ships, like strikes, change their point of destination, and keep on going. *Atlantic Convoy, Naval Strategy, U. S. Shipyards* (next month) tell you *how* and *why* and *where* they go.

FORTUNE's chosen role is that of a reporter *to* Industry *about* Industry.

And, like all good reporters, FORTUNE likes to take time out to fit small pieces of the present into the enormous jigsaw puzzle of tomorrow. *The China Trade* . . . story of the greatest potential market on earth . . . is one result of such an urge.

A FORTUNE report on *Highways* this month speaks of Americans as the greatest road builders in the world. Perhaps it is just as well. We will have our full share of roads to build, and roads to mend, for some time to come.

Fortune

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending May 15, 1941:

More Consumer Goods ?

SOME CONSUMER SHORTAGES are going to develop, either as a result of voluntary action such as we have witnessed in the automobile industry, or as a result of diversion of necessary raw materials into defense goods. But the generally predicted threat of a sharp reduction in the production of consumer goods does not appear imminent. On May 2 Leon Henderson, head of the Office of Price Administration and Civilian Supply specifically stated, "In the field of civilian goods, demand will be rising rapidly in months ahead. Our output has already mounted more than 20% during the past year. I believe production of such goods can rise much higher and I, for one, would like to see just how high it can go under stimulus of rising consumer buying power after all possible armament needs are taken care of." There speaks one of the Government's top men—and such talk is not evidence of a pinching war economy.



At the moment it looks as though the gains in wage payments will outstrip any increases in living costs, taxes, and war savings. Certain it is that purchasing power of factory wages is at all-time record levels. Starting last November the total income of industrial workers jumped ahead of the 1929 top and every month since then there has been a gain. February this year was 21% better than February last year for the industrial workers, and 4% better than the same 1929 month.

According to Department of Commerce estimates the total national income in March was more than \$200,000,000 better than the same month in 1929—but in purchasing power today's income is better in every respect—total, per capita, per family. The country's growth in population totaled 9% over the 12-year period but the cost of living decreased by 17%. After adjustments of these two factors, income payments in the first quarter of this year were 9% above the total for the first quarter of 1929. The chart shows how much better off the factory workers are today.

The Investors Syndicate has figured out that "real income" in March this year was 19 cents on the dollar better than last year—income up 21 cents and living costs up only two cents.



More people are employed in industrial establishments today than ever before in our national history; they are receiving an all-time high in total income, but even more important is the fact that their real purchasing power is boosted by the fact that cost of living has remained almost stationary.

March was the fifth consecutive month in which employment has exceeded the levels of corresponding months in all previous years on record, so reports Secretary of Labor Perkins on the number of men and women working elsewhere than on farms, which was 37,218,000 last month compared with 34,852,000 a year earlier and 35,677,000 in March, 1929. An increase of 1,221,000 workers in manufacturing industries and 659,000 in construction accounted for the major portion of the increase from last year.



The workers aren't getting all of the increases by any means. Security holders will be pretty well taken care of. Despite the rise in cost of materials, wage rates and income taxes, a study made by the National City Bank of New York of the first 345 first-quarter reports shows an increase of 17.5% over last year's comparable quarter.

Why Are Shelves Bare?

SOMETHING IS WRONG. Sales and stocks on hand are not well balanced, according to all of the recent monthly surveys of the Department of Commerce. Sales of independent retailers were 12% higher in March than the same month last year—while the sales of wholesalers were 26% greater, with their inventories up only 10%. This trend in the wholesale field has been going on for months. Sales increases every period are at least double any increases in inventory. But for some reason salesmen have not succeeded in building up the wholesalers' shelves.



If you need any further proof of the fact that people have a whale of a lot more money—but aren't spending as much of it for *your* product as they might—just turn to the sports pages and see the increases in attendance and betting at the race tracks around the country. The "take", at the tracks this year is running 20% ahead of last year.

The relative inactivity in sales promotion and advertising in many national sales organizations would seem to imply that a conspiracy is on foot either to make Mr. and Mrs. Consumer keep their larger wads of folding money or to throw it away on the horses.

The magazine *Business Week* in an excellent full-page round-up of the first quarter offers some figures which serve as confirming evidence of the soundness of SALES MANAGEMENT's monthly compilations on High-Spot Cities and Preferred Cities of the Month. These SM predictions are based upon the flow of bank debits, and bank debits have two major virtues: Economists agree that bank checks reflect at least 90% of all commercial transactions, and the figures are available a few days after the end of every week and every month. They are all-embrasive totals which reflect increased monies paid out for salaries, wages and materials—and they differ from most statistics in that they are *fresh*. Most statistical data suffer from senility.

The *Business Week* round-up for the first quarter shows that check transactions increased 13%. Information about bank debits is available long before compilations of retail sales. A similar round-up of retail sales for the first quarter shows that department stores were up 10%, rural retail sales 10%, home refrigerator sales 42%, washing machine sales 17%, passenger car sales 27%. By properly weighting these various factors, we come out with an increased retail trade figure which is practically the same as the increase in bank debits.

Watch That Price List!

IMPORTANT GOVERNMENT ATTITUDES on grade labeling—the Miller-Tydings Act—interstate trade barriers—and the Robinson-Patman Act were revealed the other day in a talk by Charles F. Phillips, Distribution Advisor in Mrs. Elliott's committee before the New York Chapter of the American Marketing Association:

"It is our position that the consumer should have the benefit of grade labeling whenever such labeling is practical. But we do not feel that grade labeling means that descriptive or informative labeling has no place. On the contrary, we feel that both kinds of labeling are needed—that one supplements the other . . . We are interested in the maintenance of a free market insofar as it is possible. The consumer division has taken a definite stand opposed to resale price maintenance as legalized among the states by the Miller-Tydings Act . . . We are also actively interested in removing interstate trade barriers . . . Even the Robinson-Patman Act is coming in for examination."

Mrs. Elliott has given a tip-off in the form of the following four price recommendations:

1. Anticipated cost increases *which have not yet materialized* should NOT be made one basis for price advances.
2. When prices of new goods advance, inventory should be averaged out—NOT marked up to the new level.
3. Mark-ups should NOT be fixed on the basis of percentage of cost unless it can be shown that costs have advanced by an equivalent amount.
4. Sales should NOT be completed at the *price prevailing upon delivery* instead of at a fixed price. This encourages upward spiraling of prices. If there is no definite price commitment, a producer is apt to become lax in holding down productive costs.

Down Argentine Way

OUR SOUTH AMERICAN TRADE, particularly with Argentina, has suffered in recent years because of tariff and embargo policies formulated by the U. S. A. Congress. Two years ago an attempt was made to get an appropriation for the purchase of \$35,000 worth of Argentine canned beef. The bill was turned down by Congress. That was one of the most costly mistakes ever made in Washington, for according to reliable American business men it cost American producers at least \$35,000,000 in lost sales to the Argentine. Embargoes were placed on many American products, such as automobiles, and an unofficial but effective boycott of all American goods nearly killed the good will which Secretary of State Hull had patiently built up.

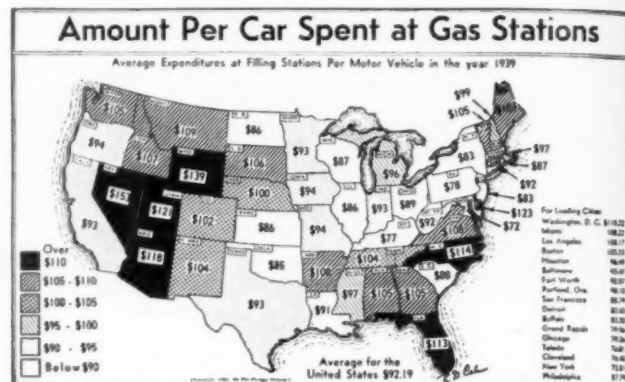
During the fortnight, Congress reversed itself to the extent of letting the Navy buy Argentine beef, "only when domestic beef cannot be obtained in satisfactory quantities at a reasonable price."

More and more alert and far-seeing American business men are casting their eyes Southward. Both the Columbia Broadcasting System and the National Broadcasting Company are offering good program features to South American listeners which provide excellent background for American advertisers, and through this private enterprise it is possible that the ineptitude of Congress may be overcome.

★
Time Magazine issued on May 5 its first air express edition which was rushed by Pan-American Clippers to English-speaking subscribers in Mexico, Central America and South America so rapidly that a subscriber, if there is one, living near the headwaters of the Amazon received

his copy only a few days after his brother in Walla Walla, Washington.

To SALES MANAGEMENT's subscribers who would like to combine a little pleasure with business, we recommend a South American trip this Summer (their Winter), either by Pan American Clipper or Grace Line steamers. Both methods of transportation have been highly recommended by our subscribers.



The average automobilist lives in the State of Connecticut and for his one car he spends \$92 a year at the gas station. The variation in expenditures by states is more marked than for most retail commodities.

"Dear Elsie"

PUBLICITY BOOMERANGED—perhaps only temporarily—against the Borden Co. recently as a result of the stories about the death of Elsie. As a consequence, many a housewife felt that when she was buying Borden's milk she was buying milk from a dead cow. However, as Subscriber Art Ramsdell, vice-president and director of sales for the company, says in a letter to SM: "Sothorn and Marlowe were great portrayals of Romeo and Juliet. They no longer play the part, but Romeo and Juliet still live. We don't believe that Elsie can be killed any more than you can kill Santa Claus or Black Beauty or any other nationally-loved character."

The Elsie who died was registered as "You'll Do Lobelia," and was one of six cows which had played the part of Elsie in the flesh.



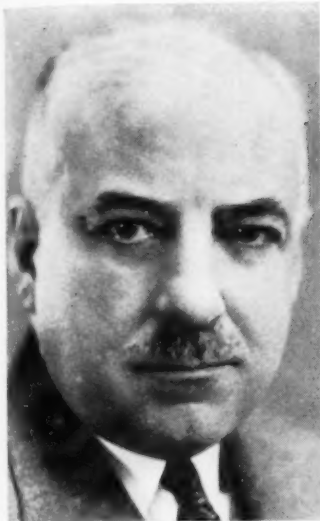
Another trade character seems to be dead—the guy who was overbrimming with vim and vitality because he drank Knox Gelatin. The Federal Trade Commission announces that the Charles B. Knox Gelatin Co. has agreed to cease and desist from representing that their product does a lot of the things which made their ads so interesting.



During the calendar year ending December 30, the FTC examined 176,336 newspaper advertisements and marked and set aside 11,502 for investigation, or 6.6%. Of these questioned advertisements, 78.7% were in cities above a quarter million population. P. B. Morehouse, Director of the Radio and Periodical Division, tells SALES MANAGEMENT, "We usually find that there is a larger amount of national advertising in the larger cities, possibly because national advertisers give consideration to the larger reader group appeal in areas where income is more concentrated than they do in the less-populated centers. The larger percentage in the larger cities by no means indicates that there is more false advertising there. It may merely indicate that there is more advertising there necessitating more inquiry."

PHILIP SALISBURY

SALES MANAGEMENT



Johnston

HUGH R. JOHNSTON resigns from Atlas Corp. to become executive vice-president of Bendix Home Appliances, Inc., South Bend. He was formerly treasurer of Guaranty Trust Co., N. Y., which position he resigned to become president of Sterling Securities Corp. at its inception in 1928. That company merged with Atlas Corp. in 1936.



Andre

F. J. ANDRE, former president of Telling-Belle Vernon Co., Cleveland milk and ice cream distributor, has been elected president of Sheffield Farms Co., N. Y. milk distributor. Elected head of Telling-Belle Vernon in 1929 at the age of 30, he is now only 42. He has a large herd of Holsteins on his own farm near Cleveland and so knows about milk from cow to doorstep. He is a director of National Dairy Products.



MacLaury

BRUCE K. MACLAURY is appointed sales manager of the package division of American Maize-Products Co., N. Y. manufacturer of starches, syrups, sugars and specialty products from corn. He has been with the company since 1935, when he joined as assistant to the vice-president and general sales manager. More recently he was sales promotion manager. Previously he had been assistant treasurer of Great Island Holding Corp., of which Royal Baking Powder Co. was a part before its merger with Standard Brands.



Brunner

GEORGE L. BRUNNER, JR., has been elected executive vice-president of Brunner Manufacturing Co., Utica, maker of refrigeration units and air compressors. In the past five years he has worked in all departments of the plant.

NEWS REEL



Avery

C. H. AVERY, eastern sales director of the carton division of Gardner-Richardson Co., Middletown, Ohio, is transferred from the home plant to take charge as eastern sales manager in N. Y. The carton firm has recently moved to larger offices on Fifth Avenue. H. J. Robertson is manager of the branch.



Andrae

CARL J. ANDRAE has been made assistant sales manager of the replacement division of Wilkening Manufacturing Co., Philadelphia, maker of Pedrick piston rings. He was district manager of Perfect Circle Co. for a number of years and has been regional manager of Hastings Manufacturing Co. for three years.



Hoffman

RALPH M. HOFFMAN is named vice-president in charge of sales of Link-Belt Co., Chicago. He came to the organization in 1923 as manager of Link-Belt Meese & Gottfried Co.'s Seattle branch, serving as vice-president and s.m. of L-B's Pacific Coast division from 1931 to '39 in San Francisco. He has been assistant to the president in Chicago since 1940.



Reynolds

J. LOUIS REYNOLDS, vice-president in charge of export sales of Reynolds Metals Co., has been appointed general sales manager for the duration of the present national emergency. He will make the Richmond, Va., home office his headquarters.

Based on an interview with
ODIN THOMAS
Sales Personnel Manager, The Iron Fireman Co.,
Cleveland

Iron Fireman's Wizard Sales Kit: An "All-in-One" Sales Training Plan

IRON FIREMAN believes that a properly planned and designed sales kit reduces to a minimum the need for supplementary sales training material. The company has found that its own kit, planned and designed primarily for firing-line use, is also the best elementary text book for teaching new trainees the ABC's of stoker selling. The same kit-text fits the needs of advanced, "post graduate" salesmen who must be kept tuned to their best pitch.

Sales training was revamped to conform, when the kit was redesigned about a year ago and rechristened "Sales-Pac." In compact leather portfolio form the Pac today is primer, tool, text for steadily advancing courses in selling; and finally it is a study-and-use "Bible" for experienced men who may have sold Iron Fireman stokers since they were first made. The Sales-Pac is 11 inches high, 13½ inches long, two inches wide, and weighs six and one-half pounds packed for action. It is made by the Burkhardt Co., Detroit.

Harmony Is Assured

Following such a text assures uniformity in training from the smallest crossroads dealer to the biggest metropolitan branch. Supplementary bulletins furnished to all outlets for education, and sound slides or films available to larger outlets, follow closely in arrangement the principles set forth in the Sales-Pac. In substance bulletins and slides are a condensed repetition, for widespread use, of what is said about the Pac's contents in primary classes and advanced sales meetings at the main office.

Countless times Iron Fireman has reiterated to its representatives, new and old, five steps necessary to attainment of the goal where prospects say "I'll buy." New salesmen learn, and experienced men know, these steps as a sales creed: (1) Survey heating conditions. (2) If Iron Fireman can furnish what is needed under those conditions, present evidence to prove the fact. (3) Demonstrate by citing proof from comparable cases or by



Not only at Iron Fireman, but as president of the National Society of Sales Training Executives as well, Mr. Thomas helps business develop more efficient manpower.

The product is a high-priced specialty. Prospects must be rigidly qualified. Most sales involve five stages of development. All in all, the problem of training and re-training men for the field is a tough one. Yet the company has done a remarkable job of simplifying it. No matter what you sell, you should be able to profit from Iron Fireman's experience.



demonstrating the machine. (4) Justify Iron Fireman price, whether requested to or not, and present optional methods of financing. (5) Produce evidence that the stoker is needed now.

The salesman may start completely cold. Or the prospect may have been preconditioned on any of the last four points through having talked to a user or having read Iron Fireman advertising. But the company representative is taught to check back on himself to be certain that all steps were taken. Lack of any one will retard, perhaps stop, a sale.

When the Sales-Pac went into use, experienced salesmen recognized that the Pac presented in organized form the thoughts which they had been expressing intuitively, as learned through earlier training, and trial and error. They soon found that they could follow the organized material and get every point across in less time than by the intuitive method, successful though that may have been. This being true for older men, it is apparent that the Pac received a warm welcome from branch executives and dealers faced by the perennial problem of training neophytes.

These new men find that their "primer" is designed in general under three main heads to develop the five-phase creed of a sale: Sell the advantages of automatic heat as such. Sell the advantages of coal automatic heat. Sell the advantages of Iron Fireman coal, automatic heat. And, finally, sell the price and methods of payment, and the idea that it is needed now.

For Prospect and Pupil

Because the Sales-Pac is primarily the Iron Fireman representative's selling equipment, which incidentally doubles as a sales training text, an exposition of it should include sales use and training for use. In effect, the executive who trained the salesman attained his ends by using the Pac to make a sale to the new salesman, rather than merely instructing him in theory of selling the product. Bulletins and films used in sales training bring nothing new into the "classroom." On all but one point, the survey, they facilitate the instructor's sales presentation to his class of "prospects." A salesman must have someone to sell before making a sale. Therefore, because the first step in Iron Fireman sales instruction is the survey, the supplementary bulletins, films and oral instruction are used to project the salesman through the survey stage into position where his text-kit can go into action.

Iron Fireman defines a prospect as a person who needs automatic heat and has the money to buy it. "Everyone

DOMESTIC HEATING PLANT DATA

Date: _____

Name: _____ Address: _____

Electric Current: AC ☐ DC ☐ Volts: _____ Cycle: _____ Phase: _____

BOILER DATA

Steam ☐ Vapor ☐ Gr. Hot Water ☐ Forced Hot Water ☐

Cast Iron ☐ Steel ☐ Made by: _____ No. _____

Number of Sections: _____ Height of Base: _____ Floor to Crown: _____

Round Boiler Outside Diameter: _____ Grate Diameter: _____

Rect. Boiler Width: _____ Length: _____ Grate Width: _____ Grate Length: _____

Does Boiler Have Curtain Section? (If so, Make Sketch Showing Dimensions)

Type of Radiator

Height

No. Tubes

No. Sections

Sq. Ft. Per Section

No. Radiators

Sq. Ft. of Radiation

1

2

3

4

5

6

7

8

9

10

11

12

1. Total Direct Radiation

2. Allowance for Piping and Pick-up (See 1) = _____

3. Domestic Hot Water Load (Task Gallons) X (1.5 Steam) (8 Hot Water) = _____

Equivalent Direct Radiation = 1 + 2 + 3 = _____

Recommended E.D.R. Load for _____ Boiler = _____

E.D.R. Capacity No. (Lb. Per Hour) (BTU Per Lb.) (See 10)

Stoker: _____ X _____

(200 Normal) or (150 Gr. Hot Water) or (200 Forced Hot Water)

FURNACE DATA

Gravity Warm Air ☐ Forced Warm Air ☐

Cast Iron ☐ Steel ☐

Made By: _____ Cat. No. _____

Grate: Diameter: _____ Height Above Floor: _____

Firebox Casing Dimensions Diameter: _____ or Diameter: _____

Ash Pit Door: Width _____ Height _____

Center Line of Firebox to Furnace Front: _____

RETURN AIR DUCTS

Size

Number

Area Each Duct

Total Area Square Inches

1

2

3

4

5

6

7

8

9

10

11

12

Total Return Duct Area _____

WARM AIR DUCTS

Diameter Inch in

Number

Area of Each Duct

Total Area Square Inches

1

2

3

4

5

6

7

8

9

10

11

12

Total Warm Air Duct Area—Sq. In. _____

BTU's Required _____ X (10 Gravity) = _____

(Warm Air Duct Area)

BTU Capacity No. _____

Stoker _____ X _____

(Lb. Per Hr.) (BTU Per Lb.) (See 10)

SIZE AND ORDER DATA

Please enter our order and install at the above address, the equipment as specified below, subject to conditions, guarantees, and warranties set forth on the opposite side of this agreement, which are hereby incorporated by reference and made a part of this contract.

Iron Fireman Automatic Coal Burner, Size _____ \$ _____

with _____ Volt _____ Cycle _____ Phase Motor & Automatic Controls as Follows:

_____ Plain Thermostat, _____ Controller, _____ Limit Regulator

_____ Synrostat System (Duplex Thermostat & Synrostat Controller) \$ _____

_____ Draft Regulator, for _____ Diameter Breeching \$ _____

_____ Low Water Cutoff \$ _____

Terms: We agree to pay for the above equipment the total sum of _____ \$ _____

in the following manner: _____

Accepted _____ 194 _____

Dealer _____ Purchaser _____

Sold By _____ Date: _____

ing real estate transfers, keeping in touch with architects, contractors and heating men are examples of dozens of other ways in which the salesman supplements his completely cold prospecting.

Ingenuous salesmen have been known to follow coal trucks to see where large size coal is delivered. Another man knows in advance that coal is burned at a given address, and whether it is hard or soft, because he has checked ash cans on ash collection day. "Mrs. Smith, I know that you burn soft coal," immediately indicates more knowledge and hence implies just a shade more mastery of a situation, than does "Do you burn coal?" So teaches the Iron Fireman instructor in the primary stages of survey instruction.

"If you could be sure ahead of time that an Iron Fireman could be satisfactorily installed in any heating plant, there would be no use for a survey," says Class Bulletin No. Three. It is assumed that an adroit salesman capitalizes upon this little element of doubt which plays upon the universal element of curiosity: "I wonder whether an Iron Fireman would fit our heating plant needs?"

Most people called upon will agree that hand firing is annoying. If conditions prove that hand firing can be eliminated for him by stoker firing, the salesman feels entitled to an order by the prospect's own commitment. "Don't ask for a survey. Start it" says the training bulletin.

There is plenty of thought packed in this suggested standardized approach:

"Don't ask the prospect if you can make a survey of his heating needs," Iron Fireman salesmen are advised, "Start it." Here is the survey-plus order-sheet used for that purpose. Besides enabling the salesman to talk about the economy, convenience and comfort of his product, it helps him winnow the "suspects" from the genuine prospects—those who have the money to buy.

really needs automatic heat. But prospects from selected sources buy quicker than others." The only way to select them is to find the kind of heat they now have, and determine by survey whether Iron Fireman automatic heat might be advantageous in any or all of several ways.

To locate these "selected" prospects acquires a constant weeding of suspects who, for any of several reasons, cannot be rightly placed in the prospect class. Obviously, the most direct way to identify a suspect from a prospect is to ask him about his heating conditions. This may be done by canvassing homes in a certain area. Work with coal companies, cards sent into a neighborhood where a new stoker has been installed, telephone calls, watch-

In addition to teaching representatives all the facts they need to know before the interview, the Sales-Pac is their companion during the presentation. Complete in all phases of persuasion and evidence, it even has a "doodle page" for drawing plans, figures or merely scribbles.

MAY 15, 1941

[19]

"I'm from Iron Fireman. We have been able to furnish automatic heat and save money for some of your neighbors. (Mentioned by name when possible.) We don't know whether your heating plant is such that we could do the same for you. But, if we could give you an even temperature in your home, night and day, eliminate running up and down stairs, and do it for less money, you would be interested, wouldn't you?"

But Iron Fireman does not insist upon this, or any other standardized opening. "If you have an approach that works, continue using it," says the instructor in advanced selling.

A suspect becomes a near-prospect only after a survey has shown that he needs Iron Fireman automatic heat. Beyond that, the salesman usually must carry through the remaining four steps before finally qualifying the householder as a full-fledged prospect because he "has the money to buy" automatic heat. In these four stages the Sales-Pac furnishes ammunition for the siege.

Keeping Price in Focus

An ingenious insert in the front of the Sales-Pac draws prospect and salesman together on common ground, painlessly. The insert is a thin book with blanks for filling in information uncovered in the survey. Thus, the survey having been completed, the facts are in front of the prospect's eyes. Glancing at the lower third of the page, he sees the Iron Fireman sales contract. The page facing is the "doodle" page, for drawing pictures, plans, figures, or just doodles.

After having shown any interest at all, the prospect wants to know "What's it going to cost?" And as most sales executives agree, the price is relative. It all depends upon the relation of price to advantages obtainable for the money. Iron Fireman men are taught in early stages, and learn from experience later that the advantages of automatic heat are often worth far more to a purchaser than the price asked. But, it is necessary to present those advantages to keep price in focus. The fact that the survey is laid out on the table gives opportunity logically to say: "I don't know. Let's go over the survey, see what's needed. The model will determine the price." Not every salesman faced by the price query can get away with "I'm coming to that," then proceed to drive home his preliminaries. The Iron Fireman salesman or any other who needs to "build-up" a theme can profitably cultivate that adroit control of an interview.

The section of the Sales-Pac devoted to selling automatic heat as such is

supplemented in the bulletin by a cartoon which divides a prospect's head into thirds. The first third is the decision that automatic heat is a good thing. In the second the area of acceptance of automatic coal heat is visualized. To fill the third blank, the salesman must convince the prospect that *Iron Fireman*, coal, automatic heat is what is needed.

"In some cases, a prospect may have made his first decision. He may be already convinced of the advantages of automatic heat . . . or he may have made his second decision, and be sold on coal. . . . But in making a complete selling presentation it is very important that you make sure of the acceptance of each part of the sale before proceeding to the next."

The advantages of automatic heat are demonstrated in the Sales-Pac by two color pages which utilize the principle of contrast between hand firing and automatic firing. Comfort, con-

venience, cleanliness, safety, health, economy as demonstrated by comparative costs and the principle of under-firing, constitute the thesis for automatic heat, which moves almost imperceptibly into a presentation of stoker coal as the ideal fuel.

Toward the end of this section of the Sales-Pac are several pages mimeographed with formulae for working out comparative costs with the prospect's own figures. This section which takes up about one-quarter of the Sales Pac ends with photographs of homes and testimonial letters from their owners as to advantages of automatic coal heat, "the demonstration."

"Human nature stands ready to vote against anything which it cannot appreciate," says the Iron Fireman instructor in teaching salesmen the necessity for demonstrating. "The physical demonstration is the most conclusive force in specialty selling. The

(Continued on page 78)

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters and Dealer Helps]

For 8 a.m. Athletes

P. H. Hanes Knitting Co., Winston-Salem, will utilize 876 newspapers and *Grit* for its 29th year of advertising men's and boys' underwear. Copy will talk about "8 a.m. athletes" who "sprint through the seconds from alarm clock to the front door" and like to "climb into comfort" in a hurry.

A portfolio for dealers and salesmen describes the campaign as "one of the largest in the underwear field." It offers free mats to dealers. Last year 27,841 of these tie-in ads were placed by retailers at their own expense—a gain of 5,510 over the preceding year.

N. W. Ayer, Philadelphia, is the agency, and has been for 29 years.

Fortified Sardine Oil

Van Camp Sea Food Co., Terminal Island, Cal., packer of White Star and Chicken of the Sea tuna, has developed a flourishing sideline with its laboratories which produce vitamin by-products of tuna used in fortification of sardine oil. The latter is used in many animal feeds.

After less than six months of sectional activity, Van Camp's Laboratories will go national in June. Half-pages in two colors in *American Poultry Journal*, *Country Gentleman*, *Poultry Tribune*, will describe "Sea Pep" brand fortified sardine oil. Two-color pages in *Feedstuffs*, *Hatchery Tribune*,

Poultry Supply Dealer will keep the trade informed of these consumer ads.

Later Van Camp may plug its vitamin-crammed sardine oil for other animal feeds, but is presently concentrating on poultry, say Brisacher, Davis & Staff, San Francisco agency in charge.

Handyman

Industrial Tape Corp., New Brunswick, N. J., brings forward a new trade character, the "Handyman." Made of Texcel cellophane tape, he "mends just about everything."

Space in *Life* will introduce Texcel to consumers who have never before used a cellophane tape that is transparent and requires no moistening; to stress Texcel's advantages—no transfer, no diagonal tears, no edge lift; to acquaint manufacturers and retailers with the speed, economy and neatness of Texcel as a wrapping aid.

Jobbers, stationery stores, five-and-tens, and department stores are receiving a giant portfolio reproducing the first several ads and "designed to secure an order on the spot," according to George Bijur, N. Y. agency in charge.

Cinematic Calox

McKesson & Robbins, Inc., N. Y., has begun a small space series in 76 newspapers of 52 cities, c-to-c, for its Calox tooth powder. Copy will fea-

ture testimonials of movie stars similar to a magazine campaign now current.

Wherever possible the ads will be keyed to a luminary whose picture is then current in local movie theatres. In addition to the newspaper cities, radio spots will be used in ten areas.

J. D. Tarcher agency, N. Y., has the account.

More Wine

California Wine Advisory Board will increase its ad budget on July 1. The new schedule calls for \$2,500,000 or more for the next three-year period, or \$800,000 to \$900,000 a year. In the last three years the total was \$2,000,000 or some \$650,000 a year.

Increased wine sales have caused this advance. They were up 7% in the first quarter of 1941. To push them still higher a Summer series on "wine coolers" and "wine and soda" starts this month in *Collier's*, *Liberty*, *Life*, and will run in 70 papers of 14 states beginning in July. States are Cal., Del., Fla., Ga., Md., Mich., Mo., N. J., N. C., Ohio, Pa., S. C., Tex., Wis. In the course of a year ads will appear in over 200 papers.

About 6,000 subway posters will be employed in N. Y. this Summer, and the magazine list is to be expanded next Fall. J. Walter Thompson, San Francisco, is in charge.

Sugar in Cellophane

Godchaux Sugars, Inc., New Orleans, puts its products into cellophane bags—probably the first time it has been done. (We say "probably" to forestall readers who telegraph "Mount Ararat Sugar Corp. supplied cellophane sugar to S.S. Noah's Ark in 6,000 B. C.")

Under the direction of Fitzgerald ad agency, N. O., a consumers' contest in Memphis is now under way. Cash prizes are given for 25-word endings to the sentence "I like Godchaux brown or packaged sugar in cellophane bag because" An empty bag must accompany entries.

With the "double cellophane for double protection . . . you see the quality of Godchaux sugar" buyers are told. And, "the only sugar packed in cellophane at the refinery."

The company designed the packages and Shellmar Products, Chicago, supplies them.

Texaco Opera

Texas Co., N. Y., will sponsor the high-toned Metropolitan Opera next season over 131 stations of the U. S.-Canadian NBC Blue network and to Latin America over the NBC International Division stations WRCA and WNBI.

Opening program will be heard on a Saturday afternoon early in December and will continue every Saturday matinee for 16 weeks. Buchanan agency, N. Y., will prepare the commercials—which, as before, will be kept to a minimum.

For sponsoring the "Met" last year Texaco received the annual Phi Beta award for contributing "the most to good music on the air."

Whisper Copy: You won't find the name of Parker Pen Co., Janesville, Wis., in ads for its new "51" fountain pen, nor the name of the product either. It's a whispering technique originated by Blackett - Sample-Hummert, Chicago. Instead of a conventional pen point, the "51's" gold pencil-like point is "a torpedo tube enclosed in a guard that protects it and shields the fingers from ink." Space in *Esquire*, *Fortune*, *New Yorker*, *Time*, *Vogue* and other class publications picture the pen, with people discussing its novel features. Blow-ups of the ads are to be pasted in their windows by Parker dealers, but silence will still be preserved on the maker's name. "Come in and see it," window shoppers will be urged.



Franky 4th of July

Frankfurter skyrockets, sausage cannon with meat wheels, wiener fire crackers, olives for cannon balls are the ingredients for a "Franky 4th of July" which Visking Corp., Chicago, will start promoting near that date.

Cash prizes totaling \$2,000 will be awarded retailers and packer salesmen who get behind the program most effectively. Some 50 newspapers, and two-color space in *Collier's*, *Family Circle*, *Ladies' Home Journal*, *McCall's*, *Parents'*, *Woman's Day* will be employed. *Butchers' Advocate*, *Meat Merchandising*, *Progressive Grocer* will carry the story to meat men. Plus a large assortment of store and window display material.

Parents will be shown how to give their youngsters a safe and sane party

or picnic with sausage products fashioned into rockets, etc. Menus will emphasize that "it's easy to make exciting Franky 4th dishes with 'Skinless' frankfurters or wieners." Visking manufactures the "skins" used on "skinless" sausages and synthetic casings for a variety of meats.

Weiss & Geller, Chicago, is the agency.

Mr. Hi and Mr. Hatt

Julius Kessler Distilling Co., N. Y., takes insertions in over 260 newspapers for its current series for Kessler's blended whisky. In keeping with the "smooth as silk but not high hat" slogan, ads continue to feature the antics of Cartoonist Jay Irving's merry-andrews "Mr. Hi and Mr. Hatt."

C. Luckey Bowman, ad mgr., reports that "Kessler is now the largest-selling whisky in the monopoly states, which provide the only accurate check on comparative sales; and I believe Kessler is one of the two leading brands in the country as a whole. Our sales are 50% ahead of last year."

Warwick & Legler, N. Y. agency, is in charge.

A Trifle Weary

"We think most people are getting a trifle weary of the high pressure claims, the private research and the 'personal opinions' seen every day in cigarette ads," says Reed Tobacco Co., Richmond, in magazine copy under the headline, "A new kind of cigarette ad."

It is the first national promotion of Chelsea, 24-to-the-pack cigarettes introduced in eastern newspapers last year. Reed, a branch of Larus & Bro., continues, "We decided to avoid extravagant statements . . . Chelsea is the best cigarette we know how to blend—and we have been making quality tobacco products for 65 years. Many people tell us that Chelsea is giving them an entirely new smoking satisfaction."

A coupon is attached for ordering a carton, "240 cigarettes for \$1.50, if your dealer cannot supply you." Warwick & Legler is the agency.

Red Crown Two to One

Standard Oil Co. of Indiana, merchandising gasoline, motor oils, Atlas tires, etc., through 23,000 dealer service stations in 13 states, announces that this year it will employ 1,721 newspapers—1,232 weeklies and 489 dailies. Large illustrations with comparatively little copy will explain why various classes of motorists choose Red Crown "two to one" over all other gasolines.

(Continued on page 83)

Wacky Ideas That Make People Stop —and Look—and Buy



Prankster Gast in his stockroom—which is the whole outdoors.

Jack Gast might be called a professional prankster. He's made a career out of gathering weeds, sponges, feathers, cornshucks and other unconventional stuffs and turning them into surrealist attention-getting displays. It makes no difference to Mr. Gast whether you sell pumps or dog biscuits or Christmas trees—he'll find a cockeyed way to make them seem more desirable.



REMEMBER how "Till Eulenspiegel" of the merry pranks, in Richard Strauss's tone poem, swoops into the market-place, scattering the geese, and raising an uproar among the market women?

In Hollywood there is a merry prankster who does it with weeds, feathers, gourds and other trash.

His name is Jack Gast, and he does \$1,000 worth of his stuff every week, stirring up the geese and the market women at the point of sale.

Point of sale often needs a zaney, says Jack Gast, and many manufacturers and sales executives are handicapped by taking the product too seriously.

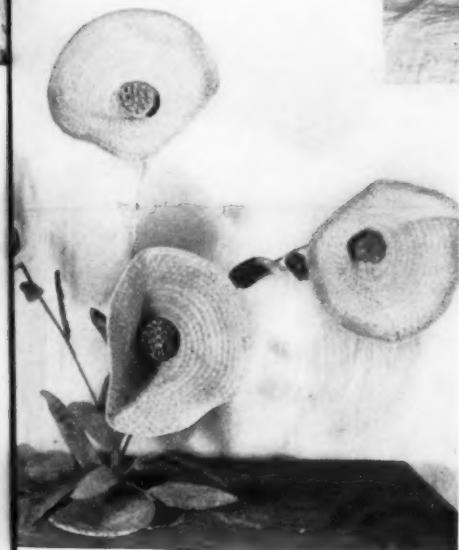
"Your product may not be serious at all," is his reasoning. "What is so serious about a bottle of perfume, a box of candy, a sport sweater? Serious enough in the making, of course. But by the time your product has reached the point of sale, it may stand for a party, a weekend, a good time generally. The customer buys because your product is going to add to that good time."

Is that a moment to be serious? He tells you, "There is your product, along with many others. Do something different from your competitors, even something foolish."

Mr. Gast cuts merry pranks for big stores all over the land, and furnishes play spirit for night clubs, theaters, eating places. The play spirit is the spending spirit, and Mr. Gast incidentally supplies point-of-sale material for manufactured goods.

Jack Gast makes flowers, animals, fish, human figures and other creations, out of weeds, feathers, cornshucks, sponge, loofah fibre—almost any trash that happens to be lying around. When he gets done with the trash, it adds up to a business of \$50,000 yearly, employing 25 workers, and despite its apparent frivolity, all concentrated on stopping people—getting

it's been gnawing at your mind for years, that poem beginning "Twas brillig and the slithy toves Did gyre and gimble in the wabe . . ."? Peace, reader, here are the answers! Jack Gast's marine animals, fashioned of loofah sponge and colored in a delirium, are the slithiest toves that ever imbedded in a department store window. The wabe is such a murky depth that at left, where the sea floor is black salt, the flora and fauna loofah, the atmosphere one of dazzling color and fantastic light. And as for brillig, well, everything will be brillig for your product, too, if it's displayed under one of Mr. Gast's decidedly non-deciduous straw-hat trees.



them into the store—getting them into the night club—leading them to pick one product out of 20 from the market shelves.

In other words, Mr. Gast's own product is serious.

But only while it's in production. Once the idea is conceived, and worked out in his peculiar fence-corner materials, once the pattern is set for his employes, and the item begins coming off the assembly line, then you see that it is a flock of swans made of gourds, a pair of school kids made of loofah, that bathroom scrubber, which in the Gastart plant is called "goofy loofah," or a bouquet of flowers made from sea sponge, cornshucks, sisal fibre.

"Sisal is used to make rope, and rope makes about as unimaginative a product as you would ever have to build into a display," comments Mr. Gast. "Serious stuff—rope. Yet you have to attract attention to it, stop the kind of people who buy it. What is more arresting for a rope display than some of these sisal flowers, that we are making for an entirely different sales job, to create atmosphere for Summer clothes? The flowers are of exaggerated size, the sisal is dyed in cool colors, it is rather cool stuff in itself, and it conveys the feeling of coarse-woven, colorful, cool Summer things."

Further to illustrate his belief that there is nothing too big or prosaic for merry-prank treatment at the point of sale, he cited pumps. Los Angeles is a great pump center. It makes pumps for pumping water, oil, chemicals, air, gas, granular materials.

"For a pump display, we have several different kinds of 'water,' some used for still effects, others for action. Here is tinsel, that good old standby of the decorator. In short threads, it has weight enough to flow like water, and used with a pump in motion, skilfully lighted, tinsel would stop anybody anywhere. The point of sale for big pumps is a little confused, because they are bought after long planning, to specifications—but suppose you were showing pumps at a technical convention, that would be the time to do something prankish."

When a fellow buys a \$5 box of chocolates for the dearest girl, or a woman spends \$3 for a small vial of perfume, meaning to land her man—are they letting themselves go any more than the serious manufacturers, engineers, production men and sales executives at a technical convention?

Jack Gast cannot see much difference, and finds that the same methods sell candy, perfume, rope and pumps.

For fine chocolates, made by a regional manufacturer, he designed a box with a flowerpot on the lid. In this pot, through a slit in the paper, he planted a cluster of miniature flowers, little everlasting blossoms of the kind grown in California, brightly colored, and hardly a quarter-inch across. That stopped the boy friends! Cost in quantity, about ten cents, reasonable enough for a novelty box.

For a fine perfume, of pine base, he furnished tiny pine cones, one tied to each bottle, something arresting, as well as suggestive of the product, another ten-cent job for a luxury product able to absorb the extra sales cost.

Jack Gast's first effort to stop people

was at the point of sale, and on the street he stopped a crowd of Christmas shoppers hurrying from store to store. He had been a bean rancher, and gone broke at it, and had come back to Los Angeles, his birthplace, to see what he could do for a living. Among the odd jobs he labored at was frosting and selling Christmas trees. There was hot competition. The crowds hurried past his display of green and white trees.

He got some red, blue, violet and orange paint, and colored several dozen trees as people had never seen them colored before. That stopped them—and they bought green and white trees!

This led him to do things with shrubbery and a paint gun, and over the years he has built a plant of his own in Hollywood, and is widely sought for his ideas.

For example, after Christmas, trade falls off in the big stores; people are either broke or tired; something must be done to re-animate the shopping interest. It is then that the big stores call on Mr. Gast's displays to draw attention to Florida and the Summer-lands.

A recent creation used in New York was a deep sea window. As you saw it in place, there was the ocean floor, with giant seaweeds rising in the murky depths, coral and sponges growing, and brilliantly colored tropical fish swimming between the bottom and the surface. But if you had seen the material packed for shipment, you would have discovered that the sea-floor was salt, the sea growths and fish made of loofah, and all garishly colored. It was stage scenery, painted with a broom, to be looked at from a distance—lighting and distance created the illusion when it was installed.

Tropical clothes, Summer clothes, school clothes, gift merchandise for Mother's Day and other events, Christmas, Easter—it is a business keyed to fashions and seasons, with its heaviest

(Continued on page 76)



Seeking the attention of people in the "higher brain brackets" and upper income groups, Britannica often exhibits at flower shows, world's fairs, important women's club affairs.

Three Reasons Why Britannica Sales Are Chalking Big Gains

The reasons: 1. Selling selectively, to logical able-to-buy prospects; 2. Steadily expanded man-power; 3. A carefully patterned sales presentation designed to sell on one call.

Based on an interview with
L. C. SCHOENEWALD
*Vice-President in Charge of Sales,
Encyclopaedia Britannica, Inc.,
Chicago*

ENCYCLOPAEDIA Britannica is 173 years old. The first edition came from the presses in 1768. Catherine the Great was on the throne of Russia. Frederick the Great was ruler of Prussia; Louis XV, king of France. George Washington was a tobacco planter in Virginia. Voltaire was stirring the people of Europe to a ferment.

No new edition of Britannica has ever been brought out by an English house, and Britannica's only editors have been two Americans, one Irishman, and eight Scotsmen. The first edition was published in Edinburgh "by a Society of Gentlemen of Scotland." Today it is edited, published and merchandized by Encyclopaedia Britannica, Inc., a subsidiary of Sears, Roebuck & Co. Britannica has been entirely American owned since 1902, and every set produced has been printed in this country since that time.

Last year Britannica's sales were up 25% over 1939. This year, to date, they have increased 40% over 1940.

L. C. Schoenewald, vice-president in charge of sales, is confident that they're going higher. Encyclopaedia Britannica is riding the waves today because, he asserts, the secret of how to sell it under modern conditions finally has been learned.

One of the odd features to the story is that Britannica, down through all its years, had been merchandised through mail order selling. Sears, by the same token, had become the greatest mail order house in the world. Yet, soon after Sears took it over, Britannica ceased to be a mail order item, and Sears does not merchandise it through either its catalog or stores. Its recent amazing rise has come through direct, man-to-man presentation.

The Bible has long been the world's best seller. Britannica, its 14th edition printed at a cost of \$2,500,000, is reputed to be second best. Mr. Schoenewald sums up its remarkable rise to new sales heights in two words:

"Man power!"

In building to its current sales

levels, Britannica has reversed one point in common practice. Usually a sales organization gets together its selling staff, estimates sales potentials, makes up its quotas and goes to work. Britannica surveys its markets, figures out how many sales it should make in each field, and then employs enough men to do the job.

In other words, if it would sell a given number of sets in an area it must have a given number of men. Man power is based on the ability of the section to absorb Britannicas.

"We look for districts where intelligent people live; people in the 'higher brain brackets'—and they must be successful people," he explains. "Our best prospects are doctors, lawyers, architects, accountants, dentists, engineers, chemists and executives. It is, you might say, something of a compliment to a man to be solicited by us. It means that he is recognized to be somewhere near the top of his profession."

"Our men don't make cold turkey calls. Their prospects are carefully selected for them in advance and often their way is paved for them. Buyers often give us leads. They suggest friends who might buy. They may even help us by 'phoning a friend or giving us a letter to him."

"There are many means for paving the way for a solicitation, through clubs, groups and business associations. We use all of them. I'd say, offhand, that 90% of all the calls our men make are prepared for them by telephone or mail. We consider our bus-

iness one-call selling and so we require a special type of salesman for our work. I'll tell you about it."

Mr. Schoenewald cites a heavy volume, blue bound, nearly three inches thick, filled with mimeographed pages, legal size. It is titled "Britannica Sales Managers Manual"—and it weighs five and a quarter pounds!

It has been said of that volume that "Britannica has a sales manual, filled with rules and regulations; and its methods of procedure, laid down in it, are about as tight as army regulations. Salesmen are told what to say, how to say it, and they're told not to say anything more." That, Mr. Schoenewald agrees, is fairly close to the truth. He explains:

"Through trial and error, long experience, study and thinking, we've worked out the best sales presentation we know how to make. It isn't likely that any man, offhand, can improve upon it much. We want our sales job done in a logical manner, each step followed in sequence, and with the timing right. The purpose of this manual is to keep our managers and our men from evading what they should do.

"Unconsciously men will work hard all day—and it is marvellous what they'll do and what ideas they'll get—to avoid doing what *looks* hard to them. Unless carefully guided, and unless the reins are held tight on them, they'll find a way to do something twice as hard and half as productive.

Basic "Musts" Get Job Done

"We've learned, through hard work and application, that there are a few basic things that *must* be done. If you put the time and energy behind them you'll get the job through. Try to do the job too easily and you get nothing done. There are so many new ideas bobbing up all the time that look swell on paper! We've had them and have seen them fail.

"To recruit men we advertise chiefly in the classified departments of newspapers. We know that the number of good men we get is in direct ratio to the amount of advertising we do. We know that the sales we make are in direct ratio to the number of men we employ. We have the country divided into seven major divisions and 16 branches, 23 in all. We expect to establish about ten additional branches this year.

"It has been our experience that when we double our sales force we double our sales. Of course, they've got to be salesmen. And I am conditioning this with the statement that they must be willing and able to follow our sales methods. To get the

right men we have developed a program for selective hiring."

Mr. Schoenewald turns to a chapter headed "Recruiting." It runs about 375 words and tells the manager exactly the points to make in talking to a prospective salesman. Page two is headed, "Selective Hiring." It begins with this statement:

"After many years of experience, the company records prove that only those applicants who have had successful experience in direct-to-consumer selling should be hired. Hence, it is necessary for you first to qualify each aspirant. Examples of fields which provide successful Britannica salesmen are:

"Book selling, educational or correspondence courses, educators (if they like to sell), insurance, investments, business and professional services, major electrical appliances, oil burners, etc., and automobiles and similar specialties involving 'one-call' closing."

Mr. Schoenewald points out:

"No matter how good a salesman he may have been, we know that it is next to impossible to take a wholesale salesman, or jobber salesman, and make him over into the type of man we need. He's not tuned to this kind of work. It's a waste of time trying."

"When you find an applicant with



L. C. Schoenewald

L. C. Schoenewald, Encyclopaedia Britannica's vice-president in charge of sales, joined the company's sales staff in 1933, after having served as sales manager of the American Piano Co., Chicago, and later of the Aeolian Piano Co., New York. He managed Britannica's New York office for several years, and prior to his promotion to the vice-presidency this Spring had been general sales manager for two years. Under his guidance Britannica's sales organization has expanded rapidly, until it includes 24 branches throughout the country. Through establishing standardized selling methods and an effective system of sales control, Mr. Schoenewald has simultaneously greatly increased sales and reduced operating expenses. He explains his theory and practice in the accompanying article.



the correct background and a good record, what then?" SM asked Mr. Schoenewald. "Do you employ him then and there or is there something else to it?"

"We hire him then or not at all, but there's quite a bit more to it," he replied. "He has to convince us that he can sell Britannicas. We must fill him with enthusiasm for the job. The first thing we do is to talk income to him; his income. We tell him what his earning capacity may be, if he works with us and follows our system. We compare that, say, with the income of a physician.

"While we are talking we watch his responses. I watch to see if a gleam comes into his eye. Does he edge up a little closer to my desk? Is he acutely watchful to catch every word I say? I lead up to a certain point and pause. If he is alert and if he is truly a salesman he'll ask a question here and it will be the right question.

"Remember, I'm looking for a 'one-call' salesman. All right, if he can sell on one call he can buy on one call. My task is to sell the job to him on one call. Right here, I'm a 'one-call' salesman. If he wants time to think it over; if he wants to go home and discuss it with his wife, well, that isn't the type of man we want.

Enthusiasm Outweighs Age

"If he isn't quick to become enthusiastic, ready to snap at an opportunity, eager to grab and go—then he isn't the man we're after. Out of the mine-run of applicants that come to us we probably put on not more than one in five. The man does not have to be young. We've put on many 'over 50' men who have made good.

"Silver in the hair, and an air of maturity and wisdom may be a far greater asset than youth. The older man, too, may stand up better under the constant plugging required. When we have the man we want we don't let him get out of the office without starting on the job. We seat him at a desk, give him his sales talk, and put him to memorizing it. When he goes home that night we want him to say to his wife, 'I've got a job.' We don't want him to say, 'I have an offer of a job and am considering it.'

"There's an element of psychology in all this. A man can cool off very easily before he actually gets started. After a man has studied his sales talk we set him down before a phonograph and he hears the talk he is to make, direct from a record. He can play it back as many times as he pleases. From that he can get the tone quality we want in his voice and he can learn about timing.



"I'm not selling a thing. I'm just getting material for an article on expense accounts!"



"We tell him he need not use the exact words we give him. What we want is the thought, the continuity—easily expressed in a natural manner. We know all the objections he will meet in selling Britannicas and we equip him with the answers. Our answers, learned through long experience, are better than any he could think of on the spur of the moment. So we want him to use our answers. We call them rebuttals. Webster says a rebuttal is an argument to overthrow evidence. Let's cite an example to show how it works—

"A salesman is soliciting a physician. Remember, he has been selected as a likely prospect. We know he has a good practice and is prospering. He is probably in the upper bracket of his profession. He's intellectual. These are the reasons we've gone to him. He says, 'I can't afford to spend the money right now.'

"What's the salesman's logical answer? It is, 'Well, doctor, you, of course, are the best judge of your financial condition. If to purchase a set of Britannica, as valuable as it can be to you, you must forego the purchase of some instrument you need in your profession, or if it will keep some shingles off your house, I agree with you.'

"I'll leave it to you to figure out the storm that sets up in the doctor's mind. We believe that the best answer is always a qualified agreement that at the same time knocks down all defense. Never say to a prospect, 'You're wrong.' Do that and he immediately sets out to prove his position. It can become a point of honor with him. Break him down with subtle argument.

"When a salesman stops clicking we know something has gone wrong with his presentation. The public doesn't change. Month in and month out, if the man is doing his job right, we know he'll make just about so many sales. When a man's batting average drops off too much we call him in. We go over his sales presentation with him, we have him listen to the records again.

"We reconvince him that he must get back into his routine; that there is no easier way to sell than our way; that he absolutely must follow our system. We may even send a man out with him to observe and check his presentation and to correct his mistakes. In this way we've saved many men.

"No matter how well a salesman presents his proposition he may kill the sale by the way he approaches his

close. That's the one most sensitive moment in the entire presentation. The most successful men approach the close with complete confidence. By word, attitude, appearance, they seem to take it for granted that the answer is yes. They seem utterly sure that the deal's through.

"The man who has been falling down on the job, on the other hand—and I've seen it happen so often that it's almost a rule—begins to fidget and show hesitancy as he comes to his close. Watching him, you can sense his fear. Sometimes he almost gets panicky. Unconsciously, try against it as he will, he almost suggests a turn-down.

"Watch the next dozen salesmen you see, whether they are trying to sell to you or someone else. Observe how they work up to the sale. I'll be surprised if one-half or more of them don't do something, by word, act or gesture, to make it easy for the prospect to turn him down without embarrassment. I've seen salesmen actually help the prospect frame his refusal.

"To succeed in sales work there are a few simple things to do. Our simple but very important things might be summed up as follows:

- "1. Selecting, qualifying and hiring the right types of men.
- "2. Convincing them that they must sell our way, using our methods and following our plan implicitly.
- "3. Thoroughly solving the close.

"When we sell a set of Encyclopaedia Britannica we know the buyer won't be a prospect again for 15 or 20 years at least. Probably he won't buy again in a lifetime. If the salesman falls down on the sale we won't make another try at him, probably, for years.

"A salesman working for us ought to take the same attitude toward his work that the parachute jumper does toward his. The parachute jumper knows he's got to do a perfect job every jump. He doesn't get a second chance if he fails. Our men get just one crack at the prospect. That's why perfect technique is so very important."

Coca-Cola Flower Book Zooms

Coca-Cola Co.'s (Atlanta) sales promotion book, "Flower Arranging," sold 1,500,000 copies at ten cents each in 1940. SALES MANAGEMENT told the book's story in the issue of February 1, 1941, and announced that a bigger, better book with the same title would be issued this year.

Three months later, on May 1, Coca-Cola reports that 1,500,000 copies of the new book have been sold: As many in five months as in the previous 12. A subscriber to SM in Rio de Janeiro, Brazil, has forwarded five milreis for his copy of the book for both years. Both SM and the Flower Book are getting around!

SALES MANAGEMENT



Why are Oscar's oranges fresh?

**BECAUSE THEY'RE RUSHED TO HIM
WITH THE HELP OF THE TELETYPE**

In getting perishable foods from grower to grocer, speedy communication is of prime importance. That's why many packers, brokers and shippers depend on the teletypewriter.

Businesses of *every* kind depend on Bell System Teletypewriter Service (typing by wire) . . . to unify scattered units . . . flash orders accurately

between office and factory . . . exchange bids and offers in typewritten form . . . to step-up efficiency at distant points.

Perhaps the speed and typewritten accuracy of this modern communication method are proving profitable in *your* business. Perhaps, too, by more strategic use or added installation they can be made to prove even *more* profitable. Surely, it's worth investigating. Why not call a Bell System representative through your local telephone office and talk it over?



BELL SYSTEM TELETYPEWRITER SERVICE



"I'm not selling a thing. I'm just getting material for an article on expense accounts!"



"We tell him he need not use the exact words we give him. What we want is the thought, the continuity—easily expressed in a natural manner. We know all the objections he will meet in selling Britannicas and we equip him with the answers. Our answers, learned through long experience, are better than any he could think of on the spur of the moment. So we want him to use our answers. We call them rebuttals. Webster says a rebuttal is an argument to overthrow evidence. Let's cite an example to show how it works—

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close. That's the one most sensitive moment in the entire presentation. The most successful men approach the close with complete confidence. By word, attitude, appearance, they seem to take it for granted that the answer is yes. They seem utterly sure that the deal's through.

"The man who has been falling down on the job, on the other hand—and I've seen it happen so often that it's almost a rule—begins to fidget and show hesitancy as he comes to his close. Watching him, you can sense his fear. Sometimes he almost gets panicky. Unconsciously, try against it as he will, he almost suggests a turn-down.

"Watch the next dozen salesmen you see, whether they are trying to sell to you or someone else. Observe how they work up to the sale. I'll be surprised if one-half or more of them don't do something, by word, act or gesture, to make it easy for the prospect to turn him down without embarrassment. I've seen salesmen actually help the prospect frame his refusal.

"To succeed in sales work there are a few simple things to do. Our simple but very important things might be summed up as follows:

"1. Selecting, qualifying and hiring the right types of men.

"2. Convincing them that they must sell our way, using our methods and following our plan implicitly.

"3. Thoroughly solving the close.

"When we sell a set of Encyclopaedia Britannica we know the buyer won't be a prospect again for 15 or 20 years at least. Probably he won't buy again in a lifetime. If the salesman falls down on the sale we won't make another try at him, probably, for years.

"A salesman working for us ought to take the same attitude toward his work that the parachute jumper does toward his. The parachute jumper knows he's got to do a perfect job every jump. He doesn't get a second chance if he fails. Our men get just one crack at the prospect. That's why perfect technique is so very important."

Coca-Cola Flower Book Zooms

Coca-Cola Co.'s (Atlanta) sales promotion book, "Flower Arranging," sold 1,500,000 copies at ten cents each in 1940. SALES MANAGEMENT told the book's story in the issue of February 1, 1941, and announced that a bigger, better book with the same title would be issued this year.

Three months later, on May 1, Coca-Cola reports that 1,500,000 copies of the new book have been sold: As many in five months as in the previous 12. A subscriber to SM in Rio de Janeiro, Brazil, has forwarded five milreis for his copy of the book for both years. Both SM and the Flower Book are getting around!

SALES MANAGEMENT



Why are Oscar's oranges fresh?

**BECAUSE THEY'RE RUSHED TO HIM
WITH THE HELP OF THE TELETYPE**

In getting perishable foods from grower to grocer, speedy communication is of prime importance. That's why many packers, brokers and shippers depend on the teletypewriter.

Businesses of *every* kind depend on Bell System Teletypewriter Service (typing by wire) . . . to unify scattered units . . . flash orders accurately

between office and factory . . . exchange bids and offers in typewritten form . . . to step-up efficiency at distant points.

Perhaps the speed and typewritten accuracy of this modern communication method are proving profitable in *your* business. Perhaps, too, by more strategic use or added installation they can be made to prove even *more* profitable. Surely, it's worth investigating. Why not call a Bell System representative through your local telephone office and talk it over?



BELL SYSTEM TELETYPEWRITER SERVICE

Marketing Flashes

[How to Tell Travel Time and Fare Between Cities]
[at a Glance — Cake Joins Ready-Sliced Bread]

Honeymoon Special

General Electric Co., heating device division, Bridgeport, puts its automatic glass coffee maker, electric iron, and Expan-dor toaster into a Wheary hand-bag and calls the combination the "Honeymoon Special."

The three electrical appliances sell separately for \$26.40. The ensemble is listed at \$29.95. The Wheary "trousseau case" is of airplane weight, covered with du Pont Fabrikoid. It is 18 inches square by 8½ inches deep.

Advertising in *Life* and *Ladies' Home Journal* describes the combination as "the perfect present for any bride—and a gift that any wife will love on her anniversary." If it is a sales success you may expect more such combinations.

Hush!

Noise Abatement Week, June 1 to 7, will be observed in some 50 major cities and advertising and publicity will carry its influence to "every part of the country," reports the National Noise Abatement Council.

That Council is an association of manufacturers, civic and business groups organized to promote interest in noise abatement and control. All of the businesses make products that are either quiet in themselves or contribute to quiet. They include such firms as Celotex, Remington Rand, Bigelow-Sanford Carpet, Servel, Owens Corning Fiberglas.

Posters, displays, folders, etc., will be distributed by Council members and cooperating companies and other groups. "Noise," Council sponsors declare, "interferes with efficiency of workers by making concentration on any task difficult. It interrupts executive efficiency. Its elimination, or at least its reduction, is the movement's objective."

Travelator

United Air Lines, N. Y., has brought out a pocket gadget that proves "it pays to fly."

With the "Travelator," a cardboard calculator, a salesman can ascertain the air and first class rail rates between any two airline cities, total time saved by flying, business hours saved by flying, expenses en route saved, and the over-all saving in dollars and cents. In a few seconds, by pulling out a slid-

ing card, he learns, for example, that between N. Y. and Chicago he would save two business hours and a half day by flying. If his annual salary is \$5,000 he would make an over-all saving of \$1.85 by taking a plane. For higher salaried men the saving is more.

Some time ago SM published comparative charts of the cost of bus, rail and plane travel by men in various salary brackets. They established the fact that if a man's time is worth anything, he can save by flying, even at an apparently higher fare. United Air Lines, where they know a good thing when they see it, has adopted SM's idea in its Travelator. SM is pleased at United's action. If any other firms can fit this publication's researches to their needs, they're welcome. That's what we're here for.



Ross Federal Research asked women about the innovation in advance.

Let 'Em Eat Cake

Columbia Baking Co., Atlanta, introduces "Southern Redi-Cut cake—ready sliced, ready to serve."

A machine slices the two-layer cake into eight even pieces which are placed on a tray, with each slice in a separate cardboard compartment. A cellophane wrapper is held in place by a cardboard collar which snaps on and off. The latter "licks stale cake waste." If the user wishes to serve only three or four slices at a time, she may replace the wrapper, snap back the collar and the rest of the cake is "protected from moisture-robbing exposure." Further, the dividers which separate the slices extend upward and keep the wrapper from sticking to the icing.

Ads in 151 dailies and weeklies, transcribed announcements on 38 stations, posters on Columbia's 440 trucks will introduce Redi-Cut in the company's sales area—Florida to West Virginia. According to Freitag agency, Atlanta, in charge, "even in the old established baking industry, there are still many new tricks."

Desert Flower

Under that name Shulton, Inc., New York, is bringing out its first line of cosmetics this month. Toiletries—bath powder, toilet water, perfumes, soaps, etc.—have been Shulton's forte since William L. Shultz began his business, first as a maker of toilet products carrying the brand name of others and then, in 1937, as manufacturer and distributor of his own line, Early American Old Spice, and later, Friendship's Garden.

As with his other products, Bill Shultz is concentrating on high quality and packaging with his new line which includes both toiletries and make-up. Packages are of plastic, a transparent pink plastic which Shulton developed from a Catalin base and calls Mystite, hand carved with the figure of a desert flower. Re-use containers for pins, jewelry, etc., Shulton plans for them to be re-used also for Desert Flower products . . . has refills available so that the packages may become "permanent dressing table accessories."

National advertising in class media will probably start in the Fall when the line has obtained sufficient retail distribution, Shulton says. Meanwhile promotion will be up to individual stores.

Monsanto Expands

Monsanto Chemical Co. this month opened at Springfield, Mass., a new plant to manufacture Resinox plastic molding materials—the largest single production unit of its kind in America. This new capacity enables Monsanto to produce a "greater range of plastic materials than any other firm in the field" at a time when impending shortages of metals such as aluminum, magnesium and zinc turn many a manufacturer's mind to plastics for a virtually endless list of parts and products.

The new Resinox plant, replacing the original one at Edgewater, N. J., combines in one tile-lined, suction-cleaned building the entire production of Resinox materials together with laboratories for control, testing, and color development. Additional buildings in the Springfield group manufacture all of the other Monsanto plastics from synthetic resins and cellulose derivatives: Vuepak, the rigid transparent packaging material; Opalon, Safflex, Lustron, Fibestos molding powder, etc.

Corrections: April 10 Issue

Page 184: Following St. Clair County should appear in parentheses East St. Louis.

Page 230: The Effective Buying Income of St. Louis County and City is \$825,650,000.

What's New?

This!

Press the back, and this aspirin tin snaps open...no more broken fingernails! Simpler than a safety-pin and as convenient, it won first prize in the 1940 All-America Packaging Competition. We make it.

This!

Who'd think milk bottles could be improved? We did, and by the Duraglas technique made Handi-Quart. It holds a full quart, weighs 20% less, is one inch shorter. Handier for housewives, a cost-cutter for dairies.

This!

An extra-deep molded cap that goes on and off easier...can be held with the little finger as you pick up the bottle to pour. Better protection for the pouring-lip, too. It's a hit with bartenders and consumers.

How long since your salesmen have had the powerful help of that word "new"?

A better package for your product builds new enthusiasm, brings fresh sales impetus. And the place to get a better package is Owens-Illinois. Our Packaging Research Division can give you the package your customers like, dealers prefer, production men demand.

We can give you unprejudiced advice on metal versus glass. This one organization turns out prize-winning metal packages...and Duraglas containers, tops in the glass field.

Ours is full-rounded service, including molded and metal closures and corrugated cartons.

See how much "new" we can put into your packages.

OWENS-ILLINOIS

Packaging Service

GLASS CONTAINERS • METAL CONTAINERS • CLOSURES • SHIPPING CARTONS

Owens-Illinois Glass Company, Toledo • Owens-Illinois Can Company, Toledo
Libbey Glass Company, Toledo • Owens-Illinois Pacific Coast Company, San Francisco



I am beginning this page on Good Friday, and reminiscences race through my mind of another Good Friday, possibly before your time. It was during World War I. A little band of the faithful were worshiping in the church of St. Gervais. A shell from a so-called Big Bertha hurtled a distance of some 60 miles, crashed into the church, and killed a number of them.

I wonder how many Parisians remember the incident. Further, I wonder if they have forgiven as well as forgotten. After building the Maginot Line at a cost of millions of francs, they allowed themselves to be taken by their ancient and hereditary enemy. Do they feel impotent today, while England alone carries on in their name? Are *Liberte* and *Egalite* merely words in a French dictionary today? And . . . is there a lesson here for us?

That dizzy dame, Tessie O'Paque, just stuck her head through the door to ask if Wheary Luggage has baggage under its eyes!

I can be dizzy, too, Frexample, the policeman's fuel: Koppers Coke.

Baltimore's Gordon Gross writes to say, in reflective mood: "Funny, how wrong 50,000,000 Frenchmen were!"

It has remained for the erudite *Reader's Digest* properly to punctuate "Open, Sesame" in some advance galleys sent to this department. Most writers omit the comma. By the same token, I hope to live to see commas in the following legal caption: "Know, All Men, by These Presents."

The horns are the ram parts we watch.

Baltimore institutions I miss: The cheap taxi-service. The fine city water from Lock Raven. Arrow Beer, the beer that's flavoripe.

A Congressional ghost-writer could doubtless qualify as Spooker of the House.

Priorities suggest that this is the year to buy a new car. My crate is six years old, but it still steps along like the

Orange Blossom special. So I guess I'll drive it until the fenders begin to wave in the breeze. Besides, it seems like an old friend by now.

Allen Smith sends in a paragraph reading: "Prepared by The Copy Chasers, two of America's outstanding advertising men using a Non de Plume to keep their identity secret." That would seem to translate: "No pen." With Esterbrooks at a dollar, it seems a pity.

The publishers of *Time* will distribute the book to Latin America by clipper-plane, so that our good neighbors to the south of us will have the low-down on the European situation while it is still news.

Incidentally, Adolph must be snickering in his moustache to read about the dandy strikes we have been having over here.

A news-item in SM told about a new ink which is "impregnated with chlorinated rubber." Ray Harrison, of Dover, Ohio, thinks that would make a swell ink for writing rubber checks.

Martin Olsen sends a postcard from Sun Valley. There's an advertising manager who gets around.

A little sign in Trenton, N. J., reads: "Home-Raised Canaries." Does that mean they're house-broken?

"Looks like National Distillers' advertisements will become more and more distinctive as time goes on," writes Bill Harvey. "They're committed not to show aviators or soldiers!"

Jalapa is a town in Mexico. Maybe that's where the old cars go.

Colman's passes the mustard with: "Never a dull morsel."

Inspired by Doctor Gino Hamilton, of the Chamber Music Society of Lower Basin Street, Ed Pope whips-up a few "zanies," as he aptly calls them. Gino had said: "Well, dye my hair and call me Henna Child." Ed follows with: "Well, file my nails and call me Cuticle" . . . "Well, lay

me down and call me Eider" . . . "Well, grind my grist and call me Corny."

Bill Harvey tuned-in again at this point with a zany: "Well, chop me down and call me Suey." Guess I'd better practice up. Nearest I could come to a zany was: "Well, sound my horn and call me Toots." Send in a zany. All rights to name "zany" reserved by E. B. Pope, New York City.

Incidentally, this Pope fellow is a card. He says that after listening indiscriminately to any and all radio activity for a week, he feels that someone should start a fund to find a cure for malignant humor. Some fund, eh, Ed? Still swinging at the sound of the gong, he visualizes a cut of a gin-bottle, some limes, and a tall glass full of ice, with the caption: "All this and Seven-Up." Ho, hum!

Aid-to-Britain Dept.: Mac McGuigan clips a little ad from the Agony Column of *The Times* of London, reading: "Would kind person please lend R. E. Officer car? Honeymoon, March 14th-21st. Own blitzed. Write Box N-348, *The Times*, E. C. 4." Lend him a car, Somebody. A chap wouldn't find much privacy in the Underground these nights.

Cleveland's Aubrey Williams says he, too, had noticed the "royal straight flush" in the *Good Housekeeping* ad, previously questioned by Charlie Frey, but had excused it on several counts. First, he says, royal flushes with nothing wild are as rare as intelligent politicians. Lastly, he says to tell Reader Frey that it's not so much "What do you call it?" as it is a case of "Have you ever *bad* one?"

"Posture-Control puts you on Easy Feet," puns a local shoe-store.

Debunking-Old-Phrases Dept.: "He put on his best bib and tucker." A bib is what a baby wears to keep the Cream of Wheat off his dress. The only Tucker I know is Orrin, who has a swell band.

Capsule Caricature: "He has louse blood."

I used to say: "They called her 'Hyacinth' because she came home potted on Easter." This year, there were no hyacinths. You know what happened to The Netherlands.

Well, toss me at the umpire and call me Pop.

T. HARRY THOMPSON
SALES MANAGEMENT



\$16,000,000 more *for Defense* COMES TO OKLAHOMA CITY

To Washington this new project, plus the army's 37th air corps 48th bombardment squadron base, the new municipal airport and the Oklahoma Air College, represents an important step in American defense. To Oklahoma City it signifies a permanent and vital advance in the city's economic progress.

These projects bring new and lasting payroll increases expected to reach a million dollars a month.

They bring new buying power to an already bright market where department store sales for the 4 weeks ending April 19 were 30% up from a year ago—where farmers report crop conditions the best since 1930.

To the Oklahoman and Times this activity means new people to be served with the state's most complete news service . . . new business to be served with the most effective sales-producing media in the southwest.

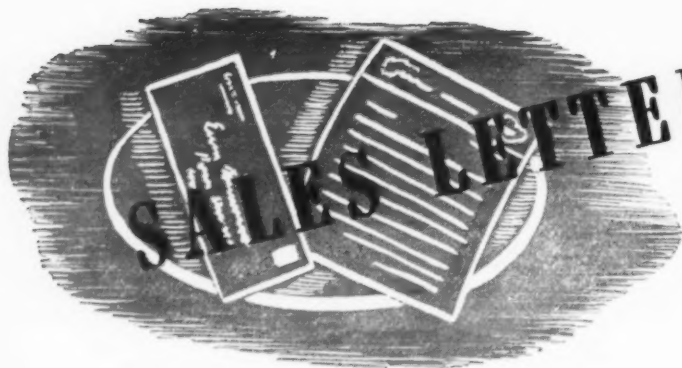
AMERICA'S GIBRALTAR



THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN * MISTLETOE EXPRESS * WKY, OKLAHOMA CITY * KVOR, COLORADO SPRINGS
KLZ, DENVER (Under Affiliated Management) * REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.



ROUND TABLE

[If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send It In. It May Win a Round Table Prize.]

Do Your Salesmen Complain About Advertising's Cost?

"If the company would cut out that advertising and raise our commissions," dumb-cluck salesmen sometimes declare, "we'd make more sales and more money." Because the results from advertising are not as tangible as a signed order, it is criticized by the shortsighted.

R. E. Funsten Co., of St. Louis, explains the function of advertising in the following letter to its brokers. The persuasive paragraphs would be equally logical if addressed to salesmen.

"The other day we heard a sales manager of a very reputable company make the following statement: 'This,' he said, holding an order book in his hand, 'is the thing that puts business on the books of our company year after year.' And then addressing the advertising manager, he said, 'I would like to ask you if you can show me a single order that advertising ever put on my order book.' The advertising manager replied, 'I think I can answer your question if you will first answer one of mine. Will you show me a single load of hay that the sun ever put in a barn?'"

"In a few words the advertising manager expressed the whole philosophy of the results as applied to the advertising campaign which we have been carrying on for the past six months. It isn't the business of the sun to put the hay into the barn, and it isn't the business of advertising to put orders on any man's order book. It is the business of advertising to make it easier for the salesmen to get orders in the regular way.

"Our advertising is merely the sun to make an application of this little story. We hope that it will throw a clear light on not only the Funsten Co., but on the product of the Funsten Co. You, of course, are going to have to continue to do the plowing, cultivating, harrowing and planting on new sales, but we are hopeful that our advertising will do some of this for you. If you will use the campaign and co-

ordinate your efforts with our own, we know that a number of new accounts will be developed. If we say it a thousand times, we do not think that will be too often—that only through your cooperation and your coordination can this campaign of ours produce profitable results for you and ourselves. . . ."

Three Letters with a Single Aim: To Get That Check

There's never any end to the quest for the best ways to collect overdue bills. There's no final answer, either, for time, place and circumstances give infinite variety. Efficacious ways employed by other firms do provide welcome tips which we can transpose and adapt to our own uses.

* * *

Here are a trio of collection letters that differ in their individual styles but have in common the quality of success. The first, by Eileen Clifford, of Crystal Tube Mfg. Co., has a Kardex red signal tab attached to it.

"What is it?—A Kardex signal!"

"What does it mean?—that the account to whose card it is attached is past due.

"What did it come from? Sad, but true—from your card.

"Yes—I noticed it this morning when I looked through the file—I took it off because I'm sure you just overlooked that past due invoice—but I thought I'd send it along to you—as a sort of silent reminder to send in your check.

"You will?—that's fine—and thanks a lot."

American Rug and Carpet Co., Chicago, reports that the second letter, despite its brevity and perhaps because of its friendliness, is especially effective. In two sentences it asks:

"Our usual friendly reminder on the April balance.

"Your check, today, will be greatly appreciated.

"Thanks."

H. J. Wachter, of Jewel Paint and Varnish Co., Chicago, is a trifle longer and in a jocular vein. Both epistles are, of course, intended for the first stages of the collection process. Later on, if the debtor remains obdurate, stronger language will be needed.

"The sweet, lilting music of a symphony carries many a man to the heights of ecstasy.

"But the sweet music to *your* ears, no doubt, is the merry, merry jingle of your cash register bell.

"Frankly, I have a lot in common with you.

"I thrill to those rapturous words, 'Enclosed find check'—"

"The enclosed statement showing \$..... now overdue on your account is your opportunity and my invitation.

"Please—today."

Here's a Fine "Sermon" on Ethics to Pass to Your Men

One of the duties of a sales manager is to supply inspiration to his men. Really good inspirational ideas are rare. Yet an occasional talk on the ethics, the higher ideals of business is just as necessary as concrete advice on how to surmount a customer's objection. Therefore sales managers will appreciate the soundness of this little "sermon" to salesmen.

John M. Palmer, s.m. of Lee Clay Products Co., Clearfield, Ky., a veteran and honored Round Table contributor, composed it.

"Do you ever take time to reflect that there is a difference between the *object* of business and the *purpose* of business?"

"The *object* of business is to make money, and everybody depending upon a business for his livelihood is interested in that.

"The *purpose* of business is to supply some human need, or want, and this is what so many of us overlook.

"Every dollar that we pay out comes from the customers of our business. And the supplying of their needs or wants and holding their good will and patronage through faultless work and service should come first in our every thought and act.

"The salesman who puts the *purpose* of the business first, who does his work well and helps us to serve our customers capably, will prosper.

"But, he who puts the *object* of the business first, who neglects the interests of his customers and who thinks only of himself is doomed to failure.

"We must understand the difference between the *object* of business and the *purpose* of business, for we are all paid for serving the customer, and not for serving ourselves."

* * *

If you find this department a source of useful ideas, then membership in the Round Table will be even more profitable. Members submit their best letter each month. The 25 best of these are reproduced and distributed to all other members. Prizes are awarded to three or four letter-writers monthly. More important is the exchange of successful methods, approaches, inspirations, etc., from the 300 letters which are thus swapped through the Round Table. Membership costs only \$5 a year. Write R. E. Smallwood, of SM, for details.

Prize-Winning Letters for March

MOULTON H. FARNHAM
Port Washington, N. Y.

EILEEN CLIFFORD
Crystal Tube Mfg. Co.
Chicago, Ill.

David Palons & Co., Inc.
Orange, N. J.

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**Throw the
MASTER
SWITCH**



and you contact the World's Biggest Buyers!

That's what you accomplish when you advertise in *The Iron Age* . . . the one medium that flashes your message to key buying centers of America's booming metal-working industry.

Here's an industry that added a record total of over 54,000,000 square feet of new floor space in 1940 — almost 60% of the total for all industry.

It is the major market for materials, equipment, and supplies — now buying at close to 20 billion dollars per year — covered thoroughly and wastelessly by one publication. Wherever metal is worked, there *The Iron Age* goes. Makers of aircraft engines and cooking utensils . . . of submarines and stethoscopes . . . 16,000 subscribers at \$6 or more a year, over 90,000 readers . . . all know *The Iron*

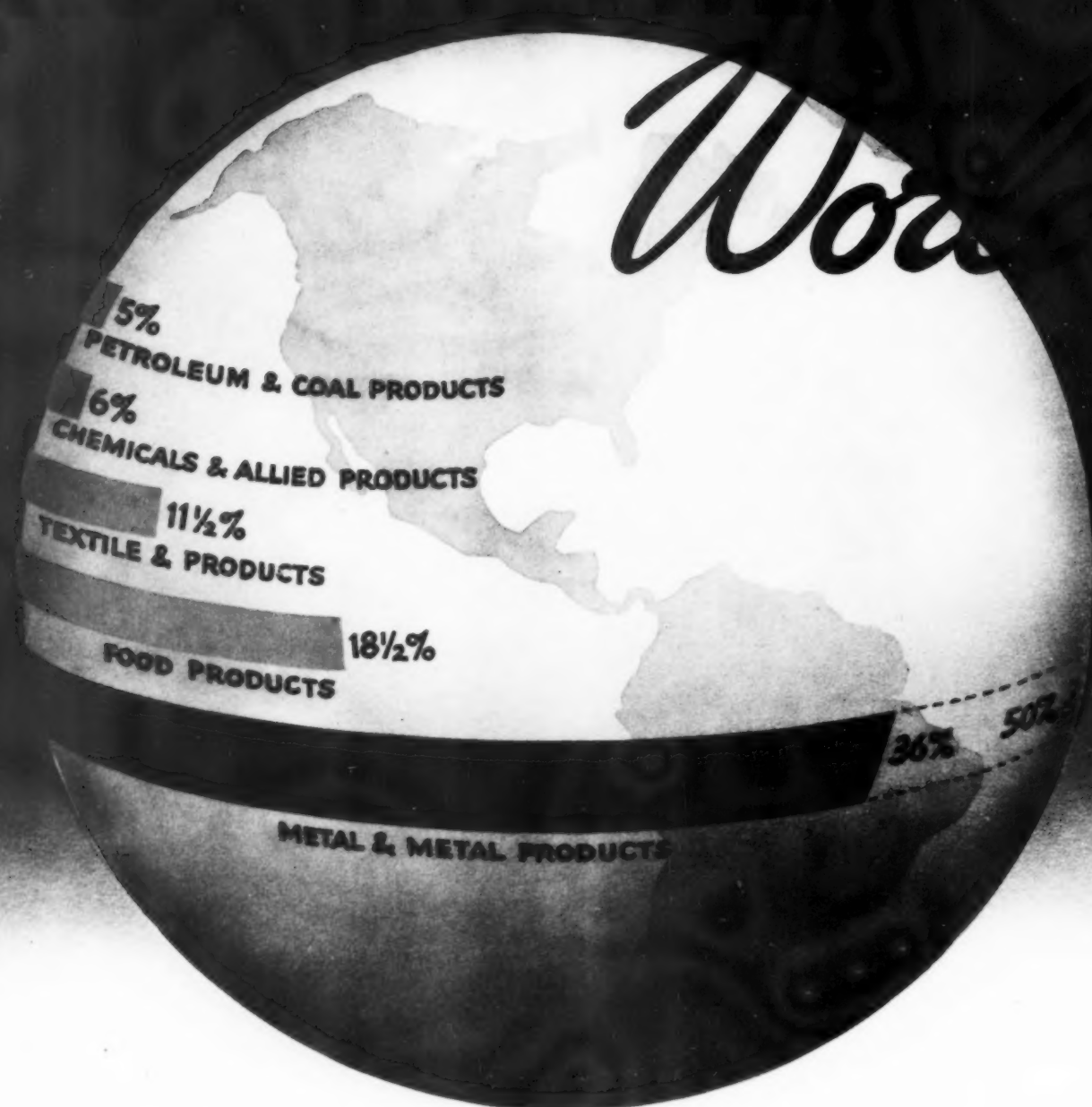
Age as friend and adviser. Each week it brings them news of people, markets, methods, products.

The Iron Age is **FIRST** in the field that's **FIRST** in the world . . . and you don't have to take our word for it. As for the field, U. S. Department of Commerce reports will show you it's biggest of all and bigger now than ever before. As for *The Iron Age*, any of our representatives can show you the findings of 69 independent surveys . . . made by manufacturers, their agencies or other publications . . . in which *The Iron Age* was in first place 54 times, proving that it leads all other metal-working publications by a wide margin in reader preference.

Throw the master switch **FIRST**. Put your message on the main line and keep it there. **Contact!**

THE IRON AGE

FIRST in the field that's FIRST in the world



Latest available Department of Commerce figures, bar-charted here above, reveal America's metal-working industry doing 36% in dollar value of the country's entire production. With defense work afoot, 1941 is expected to see this become 50% — equal to all other fields together! That certainly calls for intensive advertising in the one publication that thoroughly covers this vast and varied market. Advertise in *The Iron Age* — FIRST in the field that's FIRST in the world.

THE IRON AGE

A Chilton ① Publication

Our Sales Begin with Engineers Who Have a Production Problem

Kirkhill concentrates on men who seldom buy, and it's often years before their missionary work crystallizes into an order. Show this article to salesmen who get discouraged if they haven't sold on the third call.

BY T. KIRK HILL

President, Kirkhill Rubber Co.,
Los Angeles

INDUSTRIAL products make up the major share of our rubber manufacturing business—products for other manufacturers. Industrial selling is done to two kinds of customers, one who actually buys, and another who seldom does. We sell chiefly to the last named.

The customer who buys is the purchasing agent, and he buys our products, among many others, but we do very little selling to him—he is supplied by distributors.

The customer who seldom buys is the engineer, who designs and improves products. He is the fellow upon whom we concentrate our industrial selling effort.

We have a half-dozen industrial salesmen, entirely apart from our rubber merchandise men who take care of our national business in plumbers' and hardware and other products sold through distributors, and these salesmen are constantly on the go, covering thousands of miles yearly in their cars—yet seldom going 30 miles from the Los Angeles City Hall.

More Engineer Than Salesman

They are men who have added sales ability to technical education, and few of our customers think of them as salesmen. They seldom ask anybody to buy anything, exert no sales pressure, high or low, arouse no sales resistance. They are factory representatives, concerned with the customer's problems, and will today be working on potential sales that may not grow into orders for months to come.

But it is in this field of selling that we get three-fourths of our business, and in which we have grown, in 20 years, from a small shop to an organization of 300 people.

Let us not belittle the purchasing agent as a customer, because he is a

very large buyer. Many of our merchandise products, sold through distributors, are also bought as parts by purchasing agents.

For example, we have lately introduced a synthetic rubber faucet washer, which is selling fast to plumbers, through distributors, because it has longer life than any other washer we make. The public also buys it in retail stores. Such an article is adapted to new plumbing fixtures, and is bought by manufacturers. We are on our toes to sell it to the PA, through a sales force specializing in that field.

We Work on Future Markets

But such industrial purchases rank as supplies, and standard parts for existing production, while our industrial salesmen concentrate on production yet to come, new aircraft, pumps, oil equipment and like products of established manufacturers, as well as new inventions being developed by men who, later on, may become manufacturers, or have their products manufactured by us, with themselves handling the sales and distribution.

If our industrial men became too good as salesmen, bringing in more than the usual number of quick orders, we would take it as a signal to look into things. For our sales volume depends on preserving their standing as factory representatives. Not for our factory alone, but as our factory men for the customer, to get whatever we may have for him in ability, experience and facilities.

Let me illustrate that:

The other day a large machinery concern brought out a new piece of equipment which had been several years in development.

Our man in that territory knew about it when the idea was being considered, and the time did not seem to

be ripe for such a machine. He followed the experimental work necessary for the design, followed the design, and the first model. To do that, he had to instill in the manufacturer two kinds of confidence—reliance on his technical knowledge, and on his ability to keep things under his hat.

Rubber was considered for a certain part in this machine, but the designing engineer was afraid of it.

"We used rubber on the old model," he said, "and it wouldn't stand up to the pressures and temperatures. But if this new synthetic rubber will work better, we're willing to try it."

So, we made up some synthetic parts. There are numerous different synthetic rubbers, by the way, and they give results according to the compounding, just like tree rubber. They do stand higher temperatures, and resist oil, acids, alkalies, etc.

Sale 3 Years in the Making

The synthetic parts worked all right, but were out of line on cost. Meanwhile, our man had got hold of some of the old rubber parts that failed, and we found that they were not properly compounded for the service. The fact was that the shop had ordered rubber without specifying the service it had to perform.

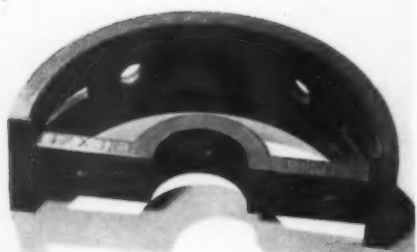
We made up some tree rubber compound, at half the cost of synthetic, it stood up; and was adopted—And then we got an order!

From start to finish, it took about three years. If our man had brought it in sooner it wouldn't have been ripe.

Our industrial salesmen have to keep in touch with all the large companies in their territory, and also be on the lookout for small and new concerns.

Some of the large firms are visited regularly every day, and a good deal of time is spent with them, following rapid developments in the design of such things as aircraft, and aircraft accessories.

For the small concerns we have a rule that each man must call on one every day, either a plant in production that may develop into a customer, or a place that he has never visited before, generally one that has just started. The men get these new prospects by keeping their eyes open as they drive around the industrial dis-



Imagine having to sell gadgets like these! They mean nothing to the purchasing agent when he sees samples—or to the jobber's salesman, either, although he may be aware that some of them are listed in his catalog. But three-fourths of Kirkhill's volume is in such strange products, developed for individual applications and specified by industrial engineers. The products pictured, from top to bottom, are: Rubber stripping packer for oil wells; half of a rubber packer part, used in oil well drilling equipment; rubber facepiece for industrial dust mask; four strips of "fair leads" used for gas and electric lines in airplanes; rubber roller for refrigerating cabinet; rubber sealing ring for oil well control.

tracts, and we locate them through sources such as building permits, names of new companies, etc.

The other day two of our men called on the same small manufacturer the same day, and within a week after he opened up in an empty store. He was astonished at our seeming eagerness to get his business, but the two calls were just a coincidence. At that, he was a potential user of rubber parts, and the last man to call made notes on a problem that was bothering him, and we now have it pretty well licked.

This kind of industrial selling, contrasted with the sale of supplies to the purchasing agent, is the real field for growth for us. We discovered that early in our own growth. Not to be modest, I discovered it myself, when I was the company's only salesman.

This is the field for growth because some of the small new concerns will eventually become large. We were making rubber parts when the Los Angeles aircraft factories were small personal ventures, and we called on them then, and have grown with them. There was no way of knowing that they would grow as they have. We called on them in their infancy along with a hundred other small concerns, some of which have grown into big businesses while others disappeared.

While we have been growing ourselves—not only in size, but experience—we have been able to help many of the small new concerns develop products at reasonable cost, and to caution against products that we believed to be not worth developing.

Predestined Flops Discouraged

Our industrial men visit new businesses that range all the way from the inexperienced inventor of a gadget, to those started by experienced men, often workmen, who intend to manufacture something for which there is a real demand. They find out what the business is; and, if rubber can be used, bring in a report for discussion.

Also, small new concerns bring us their ideas for products, and passing on them is a good deal like judging babies, because any man's idea is his baby, and he doesn't want to hear anybody criticize it.

But we have passed on so many new ideas, and watched so many fail, that we undertake to tell the truth as we see it, insofar as the idea involves rubber. This is necessary for our own protection—we have had our own failures, and have seen other people spend money to develop articles that failed. It would be easier to let them go ahead, do work for them, get our money, and afterwards see them fail. But we want to be identified only with

developments that have reasonable chances of success.

New ideas and developments put under the microscope of experience show various shortcomings. Maybe the thing has already been invented. Every little while rubber fenders for automobiles are suggested as a much-needed invention. Well, we have been making them for years, and the best market is not among private car owners but with companies having fleets of delivery cars—rubber fenders keep the cars looking spruce.

A new invention may be practical, and still require time and money to develop a market. The electric shaver has a hard rubber case. If it had come to our attention when it was a new idea, we would have said that a lot of time and money would be needed to familiarize men with a radical new method of shaving. If it had been Colonel Schick, we could have made his rubber parts with a clear conscience, because he knew all that, and was going somewhere with his idea.

Check on Rash Promises

A new idea or invention may have too limited a market to be successful in itself—needs other related products to build a business. A good example of that is one of our customers who has built a line of industrial safety devices. One such device would hardly justify a business, but with several a good business has been established.

So, our industrial salesmen, calling on their one new prospect every day, have this check against them to prevent easy selling.

Another check against them is that they are subject to the factory superintendent's "yes" or "no" when making promises.

To illustrate: One of our men has a customer who wants something in a hurry. It's easy for the salesman to say, "I'll take your mold right along with me, and have the factory rush the order."

But maybe the factory is rushed, and cannot handle that order immediately, because it is working on other salesmen's promises. No factory can do all the things a crew of salesmen can promise, and where such a system is followed some salesmen get to be the favorites of the factory boys, and there are confusion, broken promises, and bad feeling.

So, our men call the factory superintendent, tell him what the customer needs, and get his promise, which will be kept.

Rubber is in competition with many other materials for a place in product design. To the salesman, rubber might be the one best material, to be advo-

"A 'SUNSHINE' MARKET for SUNSHINE PRODUCTS"

**WALTER I. FISHER, Sales Manager,
Metropolitan Agency Division
LOOSE-WILES BISCUIT COMPANY,**

Pioneers in related-sales technique, "The House of 1,000 Windows" has fifteen giant bakeries throughout America, operates two flour mills as well as its own candy factories. The company manufactures over 500 products, including breakfast cereals and dog foods.



"Marketing quality bakery products is a rapid volume operation. Fifty percent of our inventory turns every week. We must have accessible, responsive markets that can absorb top quotas constantly throughout the year.

"That is why Greater Newark is one of our pet markets. Twenty-six years ago we established our own district agency there. Today that agency is one of our largest.

"Newark provides a strategic sales center for distributing Sunshine products in the diversified, industry-packed City of Newark and in the rich, suburban communities which surround it.

"Our early development of the Newark market, America's 12th in retail sales, has built for us the consumer demand this major market affords . . . and has cut our cost of volume sales.

"Our sales record here automatically testifies for Newark . . . a market that moves merchandise, keeps plants producing, without seasonal peaks and valleys."

In the Newark ABC City Zone (Essex County and seven adjacent communities) The Newark Evening News delivers 7-out-of-10-family coverage . . . more than ANY other paper . . . more weekdays than all New York papers combined.



NEWARK EVENING NEWS
"Always Reaches Home"

NEWARK

NEW JERSEY

O'MARA & ORMSBEE, Inc., General Advertising Representatives
New York • Chicago • Detroit • San Francisco • Los Angeles



"I can tell if it's his size if you'll drop it."



cated with arguments for its qualities, and maybe a few sly digs at the shortcomings of competitive materials.

To the engineer, rubber is just one among many materials. No material is perfect. His selection of a material to do a given job is made by weighing the comparative advantages and disadvantages of all possible materials, and selecting the one that has the fewest disadvantages.

However, the engineer is likely to be unaware of all the advantages of rubber, and particularly to be a little behind in the advances that are constantly being made in its application to many uses.

So, our industrial salesmen sell chiefly by being contact men for rubber, and we have had considerable success in helping the engineer improve his knowledge of the product.

From time to time, we give plant parties for engineers, invite them to come to our factory, serve lunch, take them through the place—where they see rubber being compounded and made up—and finish by showing them a motion picture we had made in our plant, illustrating the different stages of compounding and manufacturing rubber.

These parties have been pleasant affairs, enabling us to get better acquainted with men who are specifying rubber in new products, and giving them up-to-date knowledge of what rubber is being used for.

When the Los Angeles aircraft factories began to grow, they hired hundreds of young engineers, many just out of college, to work in their designing and drafting departments. We entertained a lot of them at our parties, and not only noticed an increase in orders from local aircraft plants, but by and by we got orders from aircraft manufacturers in distant centers, far from any territory covered by our industrial salesmen.

We would find that a young engineer hired by one of the Los Angeles aircraft plants had developed designing ability. He figured in the specification of materials for new planes. His ability had been recognized elsewhere, and he had gone East to an executive job. Remembering what he had learned about rubber, and what we had been able to show him in the way of our ability to compound it for all sorts of conditions, he had specified rubber, and wanted it from us. Very likely none of our industrial

salesmen had ever met this young engineer while he worked in a Los Angeles drafting room, while at a plant party, he was just one in a crowd.

Industrial selling seems simple to us. In the beginning, before anybody can sell to a manufacturer, that manufacturer must make something to sell. That means design, research, testing of materials, all the steps of engineering. Selling at this stage is not done by any of the steps in the ordinary sale, such as getting attention, and securing conviction. It is done out in the shop, sometimes in the face of failure. The man who sells must know his stuff technically, and be backed by an experienced organization, and the design engineer must have confidence in the man and his company.

Eventually the product is ready to go into production. Then the engineer needs equipment to make it, and the same kind of technical knowledge, experience and confidence is most effective in selling the machines that will make the product at a profit.

A Never-Ending Job

Finally, the product goes into steady production, and then industrial selling means repeat orders for supplies and parts. These are bought by the purchasing agent, who is keen about price, freight, deliveries, future market prospects. Selling is often done by a distributor, because the merchandise is standard, and a distributor can handle it with other products, and keep down sales costs.

However, our industrial salesmen are not through with such a product. They may not call on the PA, but they do study the standard article to see if its standard parts might be improved or made less expensive by making them of rubber. The article has now aroused competition, is being sold on price, the manufacturer and his engineer are hospitable to suggestions for lowering costs, or offering improvements.

Thus, along with the new designing that our men keep track of, they have an eye on standard products, suggest rubber where it appears to offer advantages, bring problems to the factory, work out experimental parts, follow through with changes, and bring us a good many orders—for this is the place where products grow, too, and this is the place upon which our industrial selling is concentrated.

Name McCandlish Winners

A 24-sheet poster design for Procter & Gamble's Duz soap, by Robert Held, Philadelphia, received first award, \$500, in the current annual contest sponsored by McCandlish Lithograph Corp., Philadelphia.

BIG THINGS

are happening in the 49th State



Things are looking up at Lambert-St. Louis Field, home port of the famous, and one of the finest airports in the nation! The *men working* sign hangs just under the wind-sock and the \$12,000,000 being spent on the Naval Armory and the Curtiss-Wright plant means money in plenty of pockets!

So What?

Just this: 49th State families, with a \$330,000,000 pot-of-gold-at-the-end-of-the-Defense-rainbow, will share this find with you IF you use the Globe-Democrat! Why? It's the *only* newspaper that even claims to cover St. Louis and its great PLUS market. In 273 important surrounding towns, your message will reach 50% of the families—regularly!

This is. THE 49TH STATE

- A compact market of active, money-spending people living in
- 87 counties in Eastern Missouri and Southern Illinois where
- Combined annual retail sales reach almost 500 millions of dollars

With The Globe-Democrat You Get

all this and St. Louis, too

St. Louis Globe-Democrat

The NEWSPAPER OF THE 49TH STATE

New Products and Markets

[From technical journals, bankers, company reports and other sources come these items that spell OPPORTUNITY]

New Vitamins

Partly because of the growing vitamin consciousness of the nation and partly because of the intensifying defense economy, the food industry is undergoing a second renaissance, with new products, new variations of old products, new types of packages and many other developments creating promotion opportunities greater than have ever existed before.

A few of the more interesting goings-on, some of which SM has reported more fully elsewhere, include Quaker Oats' new process for extracting high vitamin products from sun-impregnated grass, as well as this company's entry into the bread field with its Q-O bread, to be distributed through Perfection Bread Co., Chicago; BobWhite Frosted Foods' (Plainfield, N. J.) "Quick Frozen Coffee," said to preserve coffee oils, with the coffee kept in the refrigerator by the house wife (SM, April 20, p. 44); Continental Baking's usage of the mining industry's flotation process for turning wheat into whole wheat flour without eliminating the nutritive qualities of the grain (SM, April 20, p. 14); a new-style, vitamin flour, yellow-colored; Hotcan Corp.'s new canned goods which heat themselves (no fire needed) through a chemical between the walls of a double can; General Foods' radically new method of testing wheat and corn for vitamins B₁ and B₂; GF's "dated fish" (date stamped on tail); Horlick's Malted Milk Co.'s vitamin-fortified milk and its new drink, "Boost"; Sunny Sally Vegetable Growers' transparent-packaged spinach, washed and ready to cook—spinach thus is finally branded for some real merchandising (SM, April 1, p. 77); Del Monte's turning to Duraglas containers to replace cans (SM, May 1, p. 63); development of a paper "thermos" bottle.

All-vitamin pills and perles are cropping up to build the physical health of the nation and the financial health of the makers. And, staid staples that we have long taken for granted in our every-day diet now are taking on unfamiliar full dress as towers of particular vitamin strength. "Dress it up with vitamins" is fast becoming a strong sales supplement to the often-effective "Give it new life with a new package."

Cotton Houses

Speedwall Co., Seattle, Wash., has developed a "cotton house," based on

cotton-fabric-covered plywood. As a user of over 4,000 square feet of cotton per unit, the houses are welcomed with open arms by Southern interests.

High-Velocity Pens

The fountain-pen industry has one of its most important developments in years in a new-type high-velocity pen encased almost entirely in du Pont "Lucite," and designed to overcome flooding and leaking. (SM, May 1, p. 62.)

Floor Fans

New angle on fans is that freshest air is near the floor; therefore fan should blow from that position. Along these lines, a new cage-enclosed portable fan is being marketed by Reed Unit-Fans, Inc., New Orleans, La.

Self-cleaning Tire

Goodrich has a new farm tire designed for service in the vast market represented by the 60,000,000 free-rolling wheels on America's farm implements. The product has new-type self-cleaning circumferential ribs to prevent side-slip in hilly operations.

Cavity Filler

A fast-drying, 100% pre-mixed repair material for concrete cavities has been introduced by Rock-Tred Co., Chicago. "Speed Patch" reportedly covers the average hole in floors, walks and drives solidly in about three minutes.

Duco Music

Du Pont is edging further into the musical instrument industry; its new plastic reed will give saxophonists and clarinetists new basis for merrier music. In another amusement field—tennis—du Pont is setting a style with nylon tennis strings.

Fluorescence in Art

Fluorescent light forges ahead, now invading two new fields: art work and non-reflecting piano lamps. Frederick Post Co. has the artificial-sky reflector which transforms fluorescent lighting into "northern" daylight, and Multi-Craft Shop has the lamp, which is vibration-proof and eliminates shadows.

G.E. Duplicates

The Duplicard, a new machine for post-card duplicating with a high production speed, is one of the most recent products of the General Electric plastics department. The product has

a one-piece molded plastics housing.

GE also has a combination camera and X-ray machine, permitting photographing the structure of materials only millionths of an inch thick. New discoveries in the important field of tarnish are now anticipated.

Hasenpfeffer?

Fur shortages, resulting from the cutting off of European imports, are affecting the hat industry unfavorably, but are resulting in a boom in our fur farming trade. Rabbit farms on a large scale is an aim of the Department of Agriculture, and attempts may also be made to popularize rabbit meat, a prominent food in Europe.

Textile's Latex

U. S. Rubber Co.'s new chemical and latex process is an important scientific discovery for the textile industry. Not only does the process make textiles more resistant to shrinking, but it reportedly doubles the life of the fabrics.

Watermarks for All

Individualized watermarked business stationery has been developed by the Lumbric Manufacturing Co., New York. The process, considered to mark a notable advancement in paper manufacture, makes it possible to manufacture even small lots of any grade of paper with a specialized private watermark.

Rubber Plugs

Biggest forward step in years in electric plugs is U. S. Rubber's multiple-outlet plug made completely of resilient, non-crack rubber, able to stand up under a 40-ton crushing test.

Lumber Substitute

Many builders are turning to brick cavity wall construction, as lumber costs rise and delivery delays increase. This type of building is said to have special resistance to moisture penetration. Plumbing fixtures trade is headed for revolutionary changes, owing to defense-program encroachment on materials. Plastics will be turned to in part.

Plane Accessories

Lightplanes, an industry now booming and destined for far greater ultimate growth, already have many of the accessories (such as automatic starters, radios, clocks, etc.) for which the automobile is famous. Piper Aircraft is one of the industry's leaders.

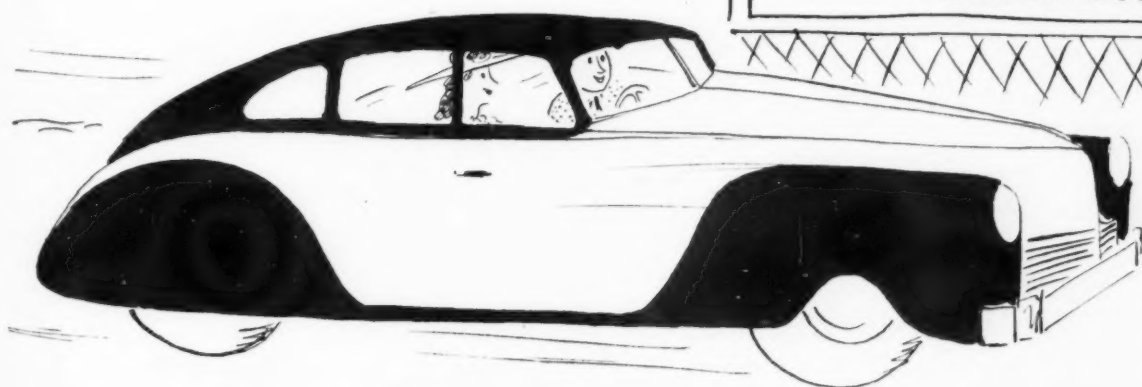
Recorded Interviews

New employment wrinkle: While prospective employer is interviewing applicant, conversation is recorded for careful future scrutiny and reference.

Never Underestimate the Power of a Woman!



That power increased Journal circulation a quarter million this year — over a million in the past 5 years. **Ladies Home JOURNAL**



THE LARGEST AUDITED MAGAZINE CIRCULATION IN THE WORLD — CURRENTLY 3,850,000
MAY 15, 1941

WCCO doubles Noxzema sales... and then increases them!

—says *RUTHRAUFF & RYAN*

LAST year Ruthrauff & Ryan placed its client, Noxzema, on "The Quiz of The Twin Cities", half-hour weekly evening program over WCCO.

On April 21, 1941, Ray Sullivan, Vice-President of Ruthrauff & Ryan in charge of the Noxzema account, wrote us:

"It's a *pleasure* to renew on WCCO.

"For your information, Noxzema's sales are going 'great guns' as a result of the show up there. When the Noxzema salesman was in Baltimore, he said that Twin City retailers reported that Noxzema was one of the hottest items, currently, in the drug field.

"We are particularly happy about this because when we were on WCCO last year, we more than doubled sales. So the substantial increases we are getting now are on top of a pretty heavy volume."

We need not enlarge on Mr. Sullivan's letter. But wouldn't *you* like to be able to write WCCO a similar letter? We're ready (and able) to do our part of the job.

WCCO 50,000 WATTS WHERE IT COUNTS THE MOST

MINNEAPOLIS-ST. PAUL—Owned and operated by Columbia Broadcasting System. Represented by Radio Sales: New York, Chicago, Detroit, St. Louis, Charlotte, San Francisco, Los Angeles



pat rooney

Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

THE INDEPENDENTS VERSUS THE CHAINS - - A SUMMARY OF 1939 CENSUS FINDINGS

Independent stores in 1939 outnumbered the chains by 15 to 1, but outranked them in total sales volume by only 3½ to 1. The picture for the rugged individualist is nevertheless better than in 1935 when he had 73.3% of the total volume. In the most recent census year the share of the independents was 74.7%; the chains 21.7%; and "all other" types 3.6%.

CHAIN PER-STORE VOLUME FOUR TIMES AS LARGE

The average individual chain store increased its volume 25% from 1935, the independent only 17%.



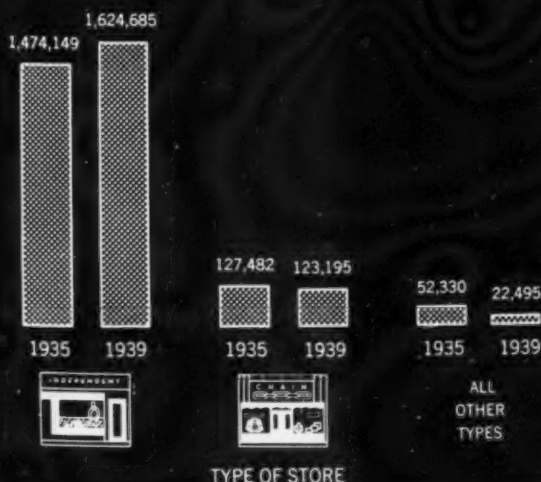
CHAIN STRENGTH UNIFORM THROUGHOUT THE NATION

CHAIN % OF TOTAL SALES DOLLAR



*Includes Mail Order Houses

MORE INDEPENDENT STORES, FEWER CHAIN OUTLETS, SINCE '35



INDEPENDENTS NOW PAY WORKERS HIGHEST WAGES

AVERAGE ANNUAL WAGES
FULL-TIME AND PART-TIME WORKERS



*Does Not Include Unpaid Family Members

OTHER SUMMARY FACTS ON INDEPENDENTS VS. CHAINS ARE ON THE SECOND PAGE FOLLOWING.

PICTOGRAPH BY
Sales Management

Source: Bureau of the Census,
1939 Retail Census

HOW THE \$17,000,000,000* DEFENSE APPROPRIATION HELPS THE "MIDDLE CLASS"

*CONGRESSIONAL DEFENSE APPROPRIATION FOR THE FISCAL YEAR ENDING JUNE 30, 1941. ONLY ESTIMATES OF TOTAL DEFENSE EXPENDITURES ALREADY EXCEED 50 BILLIONS



2,008,000 WORKERS AT CONSTRUCTION SITES



1,944,000 WORKERS AT FACTORIES OF FINAL FABRICATION



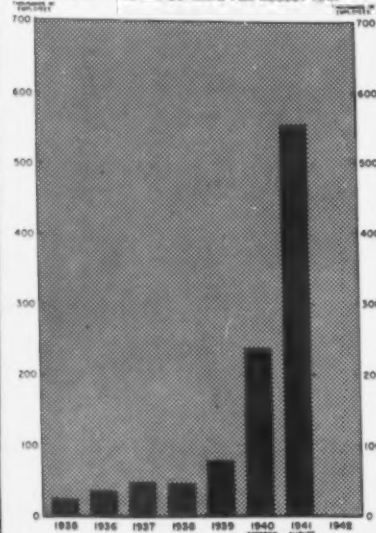
4,428,000 WORKERS IN THE PRODUCTION, MANUFACTURE AND TRANSPORTATION OF MATERIALS AND IN ADMINISTRATION

Source: U. S. Bureau of Labor Statistics
Labor Information Bull. Feb. 1941

Just where our defense money is being spent is of primary importance to National Advertisers in 1941 and in 1942! This is new money. It means a lot of new jobs . . . new payrolls . . . new buying power . . . more sales! That most of this tremendous new purchasing power will go directly into the wage earners hands is a logical conclusion. Preliminary statistics already point to the "Middle Class Market" as the primary beneficiary... nouveau riche to swell your sales.

TOTAL EMPLOYMENT IN THE AIRCRAFT INDUSTRY

ANNUAL AVERAGES 1935-1939
OCTOBER 1940 AND ESTIMATE FOR AUGUST 1941

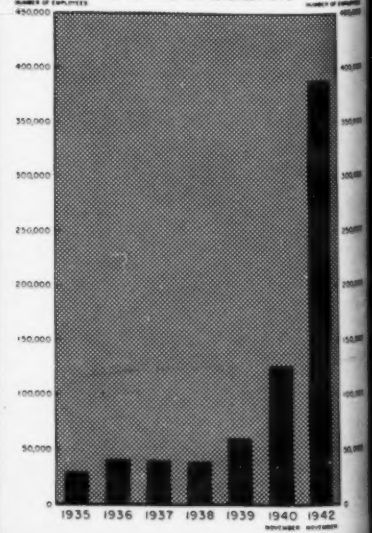


Only two types of magazines concentrate their coverage of "Middle Class" homes . . . the screen and romance magazines. Sixty-two per cent of the male family heads in Modern Magazines' homes are skilled or semi-skilled workers . . . the "Middle Class" nouveau riche. Modern Magazines (Modern Screen, Screen Romances, Modern Romances), 149 Madison Avenue, New York



EMPLOYMENT IN PRIVATE SHIPYARDS AND U.S. NAVY YARDS ON THE CONSTRUCTION OF U.S. GOVERNMENT VESSELS

ANNUAL AVERAGE 1935-1939, NOVEMBER 1940 AND ESTIMATE FOR NOVEMBER 1941



RETAIL FIELDS WHERE CHAINS ARE STRONG

In the following groups of retail outlets the chain store volume was 20% or more of the total in 1939.

TOTAL VOLUME IN PERCENT

INDEPENDENT

CHAIN

TYPE OF STORE

APPROXIMATE AVERAGE STORE SALE



GROCERY STORES, WITHOUT MEATS

\$36,000

8,400

CHAIN

INDEPENDENT



COMBINATION GROCERIES



105,000

16,000

DAIRY PRODUCTS



102,000

31,000

DEPARTMENT STORES



450,000

1,680,000

VARIETY STORES



133,000

12,000

MEN'S - BOYS' CLOTHING



95,000

32,000

WOMEN'S READY-TO-WEAR



92,000

34,000

SHOE STORES



53,000

19,000

MOTOR ACCESSORIES



59,000

20,000

LUMBER, BUILDING MATERIALS



52,000

61,000

PAINT, GLASS, WALLPAPER



40,000

15,000

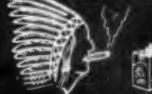
DRUG STORES WITH FOUNTAINS



101,000

24,000

CIGAR STORES



37,000

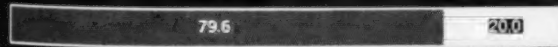
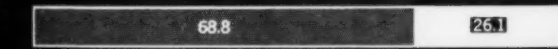
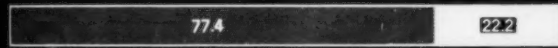
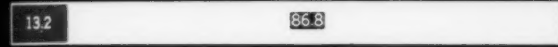
8,900

NEWS DEALERS



14,700

8,600



PICTOGRAPH BY
Sales Management
5-15-41

Source: Bureau of the Census,
1939 Retail Census

The total sales dollar is made up of the groups above; plus roadside stands, mail order houses, leased departments, utility owned stores, direct selling, etc.

How *DEFENSE* has w

Nearly 70¢ of every defense dollar finds its way into Wage Earners' pay envelopes. Millions of Wage Earner Families are now able to satisfy depression-deferred wants. Naturally you find markets—measured by kinds of buyers—*drastically altered*. Here are the shifts in three basic commodity lines, compared with 1937 — the best "depression year".

SHIFT IN MARKETS BY OCCUPATION OF BUYERS

WAGE EARNER

WHITE COLLAR

AUTOMOBILES

1937	40.3 %	59.7 %
{ Dec. 1940 — Feb. 1941	64.0 %	36.0 %

ELECTRICAL EQUIPMENT

1937	60.9 %	39.1 %
{ Dec. 1940 — Feb. 1941	69.4 %	30.6 %

AUTOMOBILE EQUIPMENT

1937	59.4 %	40.6 %
{ Dec. 1940 — Feb. 1941	65.5 %	34.5 %

More than half of America's urban families are "better off" because of the defense bill spending. Contributing to this vast total, are 48.8% of the White Collar Families (who make up a third of the urban population) but nearly 61% of the Wage Earners, who are *two thirds* of the urban nation.

Wage Earners, therefore, who are "better off" because of defense spending comprise—marketwise—the largest single buying group.

How To Reach Defense Bettered Families?

These are the two vital factors which make it impossible to *spot advertising* which will appear where *all defense opportunities* exist:

1 — SUBCONTRACTS: Defense contractors rely on *subcontractors* for raw materials and component parts. The building of a battleship involves all 48 states.

2 — TIME: No one can tell in advance when — or how much — a given contract will be in actual progress. (It takes two years to build a battleship — less than half of the time with a full force on the payroll.)

Obviously — COVERAGE of all areas it's the best and only way to get all defense opportunities.



WHY LOCAL OPPORTUNITIES DEFENSE

The black lines are drawn from the plant of a manufacturer of bombers to some of his primary subcontractors (actually there are 367 of them). The red lines add the subcontractors of one subcontractor. Conclusion: Defense spreads thru all America.



TOLEDO—

although a key center in the nation's defense plan, with hundreds of millions in direct defense orders, actually lags behind Canton (with little or no direct defense money) in number of families to date "better off. In Toledo there are 40% of families Better Off".

CANTON—

with huge surveyor orders from clients leads the list. True Story in regard to families Better Off parts manufacture ship-ment elsewhere plate, tool steel, bar-rels. 79% of families Better Off.

True Story, edited for Wage Earners, the families who get ea

Swung the *BALANCE*

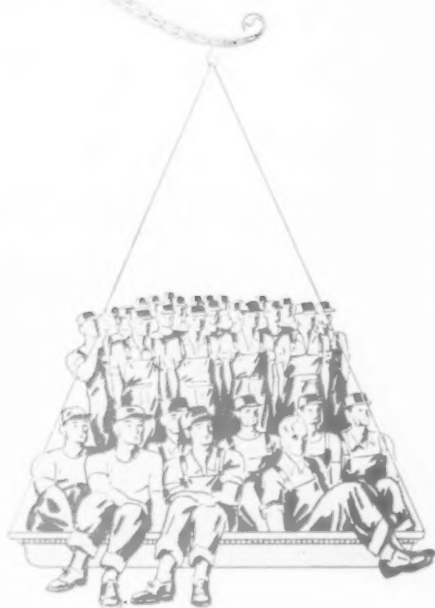
How Magazines Can Cover the Three Major Kinds of Defense Created Opportunities

Three major studies now conclude that magazines *pass on* from family to family after the *original* family has read them.

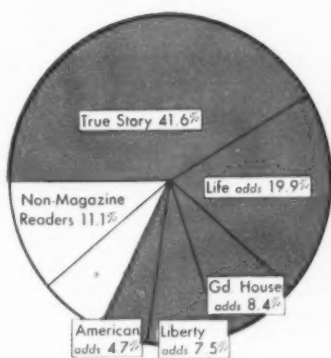
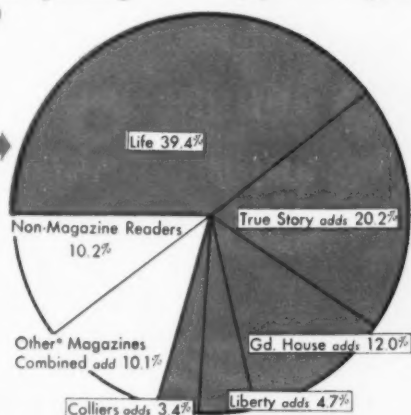
This pass on amounts — in the cases of some premium priced magazines, which perform *unique* publishing functions from one another — to two and even three times original family coverage.

Starting with the largest magazine, and adding magazines in terms of the largest per cent of new coverage which each will add, here is how five magazines add readership so that five magazines cover more than three fourths of the families "better off".

(Naturally, True Story is invariably included because alone among all major magazines, it is edited to Wage Earners — the families who benefit most from defense spending — and enjoys the largest pass along of all magazines.)

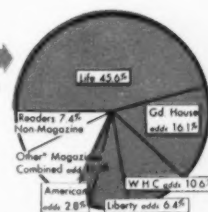


"BETTER OFF" FAMILIES
5 Magazines cover 79.7%



"BETTER OFF" WAGE EARNER FAMILIES
5 Magazines cover 82.1%

"BETTER OFF" WHITE COLLAR FAMILIES
5 Magazines cover 81.5%



Two thousand interviews made in cross sections of nine cities, discussing commodity buying and magazine readership, are the basis for the statements on these pages. For a showing of all the data contained in the survey, phone any True Story office. Ask to see "Work-By-Product of Defense".



RTU CAN'T BE MEASURED BY DEFENSE FACTS



No one can tell when work will be in fullest production at any given point. It takes a full year to draw plans for a single battleship . . . 30 months to build one by-draulic gear grinder . . . a year of retooling to make a machinegun plant out of a spark plug plant.

GRAND RAPIDS—

with no defense or even subcontract money, leads direct defense center Toledo. Consumer demands, created in cities close to defense by reason of subcontract or direct defense work already in progress, has hoisted general business in Grand Rapids 10%. Contributing to this rise are 48% of G. R. families who are Better Off.

get each defense dollar — wherever it's spent

WHAT ABOUT THE FOLKS WHO DON'T USE ANY BRAND?

For 18 years the Milwaukee Journal has surveyed the buying habits of families in the Greater Milwaukee market. The newspaper finds out whether typical consumer families buy a certain product, and if so, what brand. The current study reveals great possibilities for many industries. The following, for example, have more non-users than users among Milwaukee families.



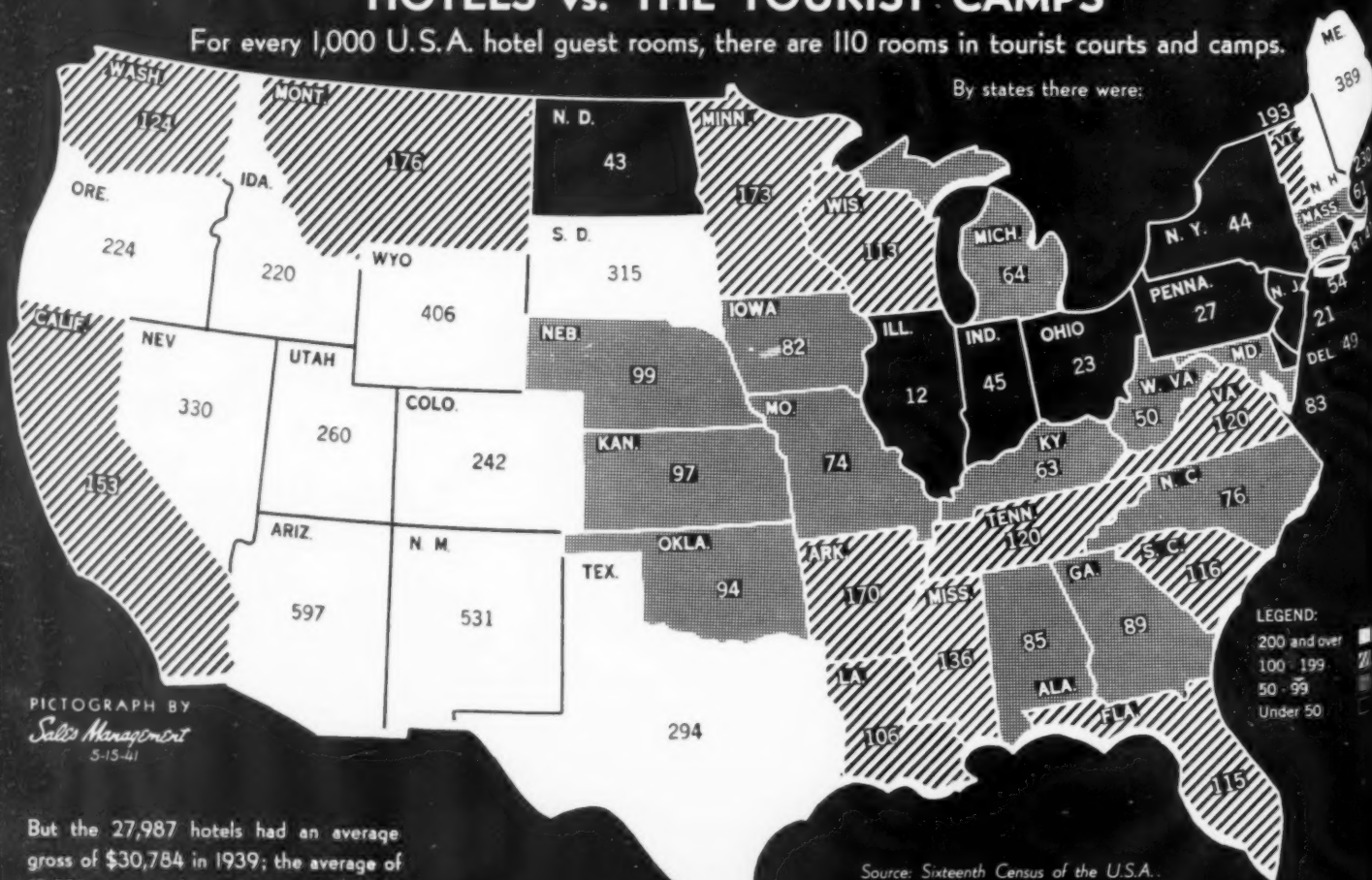
PICTOGRAPH BY
Sales Management
5-15-41

Source: 18th Consumer Analysis of the
Greater Milwaukee Market by
Milwaukee Journal, April, '41

HOTELS vs. THE TOURIST CAMPS

For every 1,000 U.S.A. hotel guest rooms, there are 110 rooms in tourist courts and camps.

By states there were:



PICTOGRAPH BY
Sales Management
5-15-41

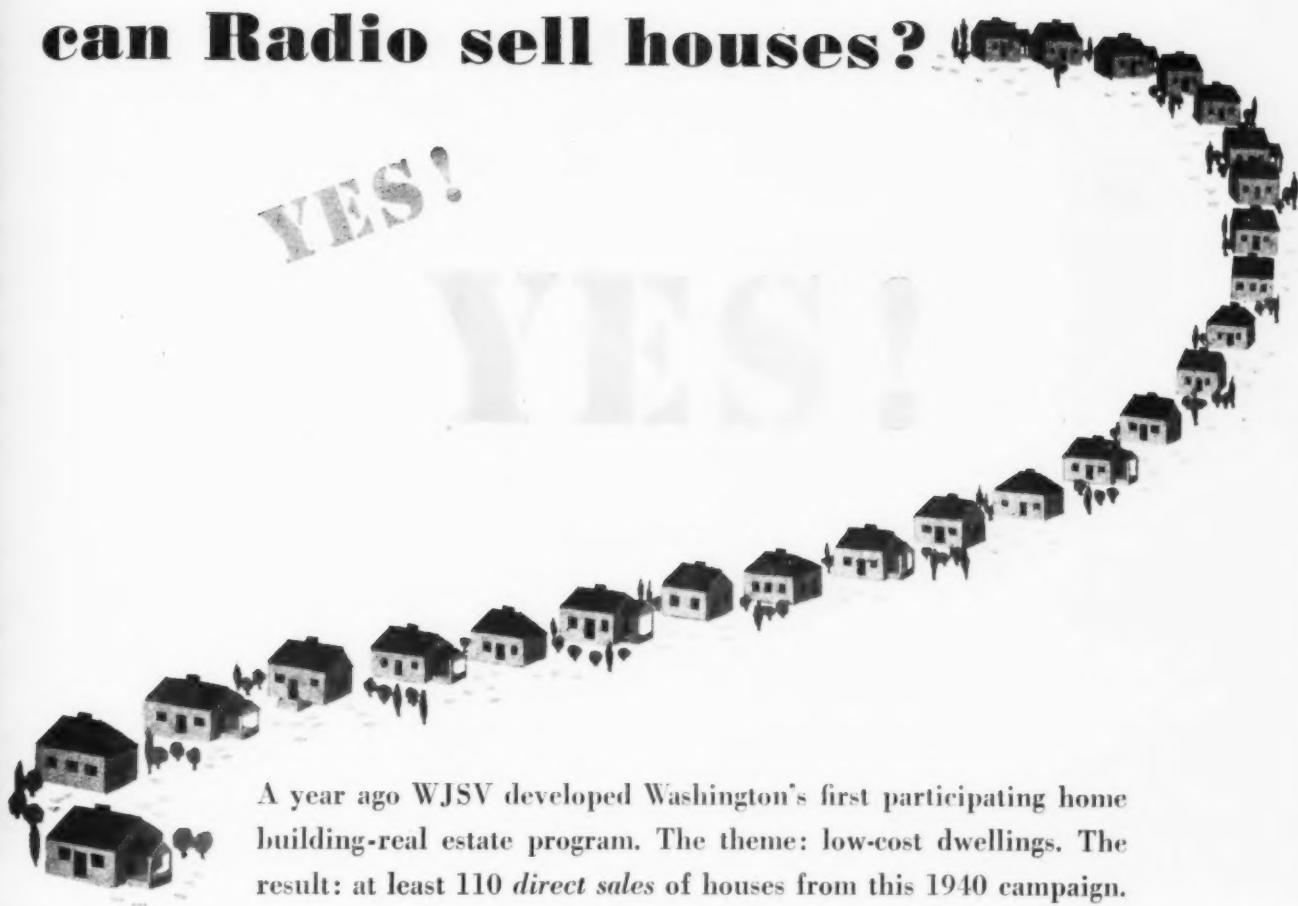
But the 27,987 hotels had an average gross of \$30,784 in 1939; the average of 13,521 courts and camps was only \$2,720

Source: Sixteenth Census of the U.S.A.

can Radio sell houses?

YES!

YES!



A year ago WJSV developed Washington's first participating home building-real estate program. The theme: low-cost dwellings. The result: at least 110 *direct sales* of houses from this 1940 campaign.

From this significant pioneering WJSV has developed five *regular* quarter hours of real estate advertising—weekly Sunday features, in cooperation with Advertising Agency Vincent Tutchings Associates.

According to the Tutchings organization WJSV has been steadily *increasing direct sales* for WJSV real estate clients. ("House and Home Time" alone sold *almost a quarter million dollars of homes in first 60 days of 1941.*)

"House and Home Time" (a quarter hour show) has been exclusively the selling tool of one client since its beginning months ago. "Homes on Parade", an hour long participation limited to 15 clients, has been a sell-out almost from the first week.

WJSV, convinced of radio's usefulness in selling real estate, sold WJSV's effectiveness to Washington real estate interests... and of course leads all other stations in this, the Nation's wealthiest market, in commercial business of *all* types.

WJSV Columbia's station for the Nation's Capital
50,000 WATTS

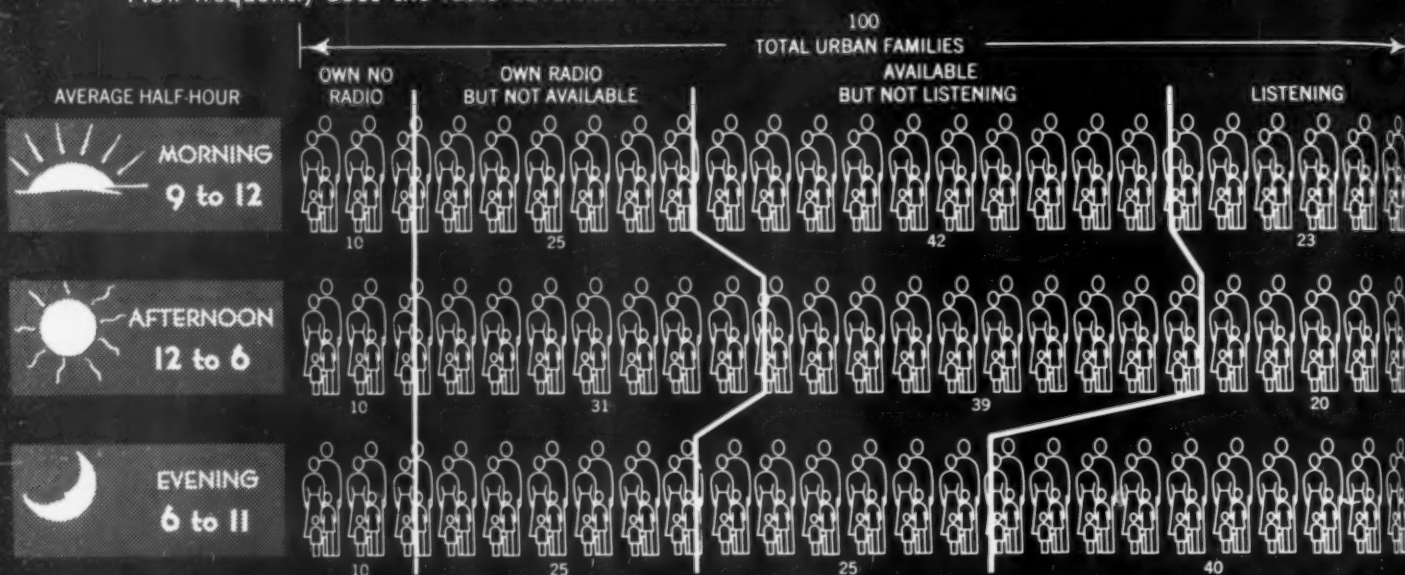
Owned and operated by the Columbia Broadcasting System. Represented by Radio Sales with offices in New York • Chicago • Detroit • St. Louis • Charlotte • Los Angeles • San Francisco



ACTUAL LISTENERS COMPARED WITH AVAILABLE LISTENERS

How often are radio programs heard in the average urban home - morning, afternoon and evening? Let's take the period Monday through Friday, and consider only "home" listening (disregarding outdoor portables and auto radios.)

Here are 100 typical urban homes. Slightly over 90 of them have home radios in working condition. In about 62 homes at least one member of the family is "available" during the average half-hour. How frequently does the radio advertiser reach them?



PICTOGRAPH BY
Sales Management
5-15-41

Source: Computed by SM from charts in "Radio Listening in the U.S.", by NAB, CBS, NBC, - March, 1941

SALES AND ADVERTISING EXPENSES OF SIXTEEN MORE INDUSTRIES

In the issue of March 15 appeared marketing cost percentages for 25 industries, as revealed by reports issued by the Federal Trade Commission and covering the year 1939.

Here are figures for other industries, released between February 15 - April 15. Figures are a percentage of net sales



PICTOGRAPH BY
Sales Management
5-15-41

Some Comments on the Pictographs in This Issue

The Independent Versus the Chain:

The government's Retail Sales Census, 1939, will be used to prove all sorts of things, both in marketing and in legislative circles. The proponents of anti-chain legislation will make big capital of the fact that sales of individual chain stores increased 25% from 1935, independents only 17%, and that unit sales of the chains averaged \$74,000 a year as against \$19,300 for the independent. Defenders of chain stores will counter with the fact that in the most recent census year, the share of the independents was 74.7% whereas they had only 73.3% in 1935. The answer seems to be that independents are getting a larger share of the business because of the tremendous increase in the number of small stores.

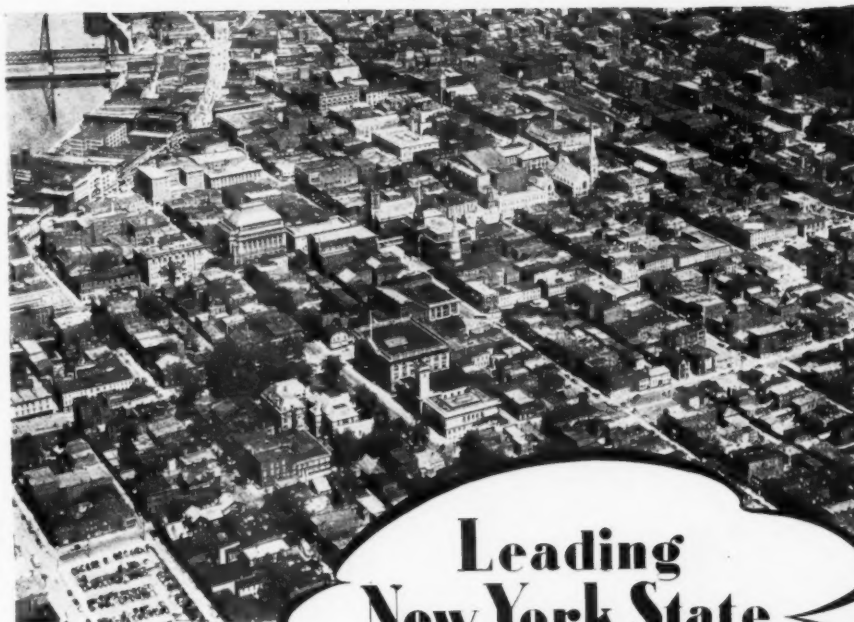
What About the Folks Who Don't Use Any Brands?: One of the great virtues of sound marketing surveys is that they bring out bad news as well as good news—and the bad news often is the most constructive. In this Pictograph we show for the greater Milwaukee market a rather impressive list of 19 products where the number of non-using families exceeds the users. In most of these fields the necessary educational work to convert these non-using families to buyers will continue to be done by individual manufacturers, but in some fields there is a crying need for cooperative advertising, publicity and public relations activities.

Hotels Versus Tourist Camps: Your SM editors continue to be amazed at the patterns that show up when facts like these are put in Pictograph form—facts which are not apparent in print. Note, for example, in the far West the concentrated area where the number of tourist rooms is high in relation to hotel rooms, while in the North and East we see a similar concentration of black space which indicates a relatively small number of tourist rooms.

Actual Listeners Compared with Available Listeners: If you are a radio advertiser you can't reach a household if it has no radio or if no one is at home in the house—but about 62 out of every 100 urban families are potential listeners during the average half-hour from 9 A. M. to 11 P. M.

Sales and Advertising Expenses of 16 More Industries: Several subscribers have asked for further installments of these marketing cost figures as they are released by the F. T. C., and our answer is that we are reducing them to Pictograph form upon receipt. Watch for more a month from now.

MAY 15, 1941



Leading New York State in Employment Gains!

"Nothing like it in years,"

say Troy merchants of local business conditions. And the Chamber of Commerce retail index bears them out.

Here's one big reason for such phenomenal sales activity: the latest report of the State Labor Department shows that the tri-city area scored the highest employment increase of any of New York State's seven industrial districts.

Troy's A.B.C. City Zone workers have money to spend—and they're spending it!

The Record Newspapers, the city's sole dailies, are constantly gaining new circulation peaks* and increasing their already intensive coverage of the more than 115,000 consumers here. With their single rate of only 12c per line they make Troy now, more than ever, New York State's lowest cost major market.

*36,888 Copies Daily, A.B.C.,
6 months ending Mar. 31, 1941

THE
RECORD
NEWSPAPERS

THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO J. A. VIGER ADVERTISING MANAGER



1. TRUE OR FALSE?

Q. The Blue Network covers the entire United States equally well, regardless of population and distribution of wealth?

FALSE!

A. The Blue concentrates its coverage in the Money Markets, where the nation's buying power is greatest.

2. TRUE OR FALSE?

Q. The NBC Blue Network comprises 99 stations?

FALSE!

A. There are 30 on the Basic Blue plus 69 Blue Supplementaries, plus 55 other stations available by special arrangement for "saturation coverage from within"—a total of 154 stations.

3. TRUE OR FALSE?

Q. The Blue and its major competitors have approximately the same system of discounts?

FALSE!

A. The Blue not only gives the normal volume discounts and annual rebates, but through its unique system of Blue Plate Discounts allows an advertiser to expand his network with savings up to 20%. Thus, the advertiser gets nation-

wide coverage at a cost per listener that can't be matched.

4. TRUE OR FALSE?

Q. For as little as \$24.56 per Blue station, for an evening half-hour (or for three daytime quarter-hours) you can blanket such important markets as Los Angeles, Denver, Tulsa, Atlanta, New Orleans and Miami?

TRUE!

A. For an evening half-hour (or three daytime quarter-hours) the Basic Blue (30 stations) costs \$3,960 or an average of \$132 per station. Because of the Blue Plate Discount, the 69 other Blue stations (with a card rate of \$3,768) cost only \$1,694.88—\$24.56 per station. Thus you can actually blanket Los Angeles or Miami for less than it costs to blanket your own bed.

NOTE: All of above costs are net on a 52-week basis.

5. TRUE OR FALSE?

Q. Dollar for dollar the Blue adds up to the best buy an advertiser can make?

DARN "TRUETING" IT'S TRUE!

A. The Blue enables advertisers to do a national advertising job at the lowest cost of any medium entering the home.

**Some questions and answers about networks presented
in the technique of our good friends and clients,
the J. B. Williams Company**

No program is more indicative of the Blue's success with low-cost, high-interest shows, than the J. B. Williams Company's own "True or False" program, heard over the Blue Network from 8:30 to 9 Monday evening.

In two years "True or False" *more than doubled its listening rating*—rising from 5.6% in January 1939 to 12.1% in March 1941 without the use of "big names" or "expensive" talent. Its rating throughout each month of 1940 was higher than the corresponding month of 1939. And each month of 1941 has similarly topped the 1940 records.

As for sales results—take a gander at this!

A recent survey made by Hooper in 29 cities showed that the *percentage of Williams users among listeners is almost double the percentage of Williams users among non-listeners*. And although Williams trailed a competitor among non-listener sales, it leads that same competitor and all others among "True or False" listeners. Striking proof once again that the Blue provides *sales thru the air with the greatest of ease*.

(Did you get your copy of our booklet "True or False"? If not, please call us. We'll be glad to send you one.)

NATIONAL BROADCASTING COMPANY

A Radio Corporation of America Service

HOT months for radio advertising! This summer is going to be the Good *Blue* Summertime. More listeners; with more money to spend; more *listening*; lower cost per thousand listeners. Write for our presentation on Summer Broadcasting.



What Is Scientific Territory Coverage? Thorson Has an Answer



James Alfred Thorson

(Via the grapevine route, the SALES MANAGEMENT editors heard of James Alfred Thorson of Cleveland. We were told that he had been quietly working for 20 years or more as a consultant to companies in diverse industries installing and supervising a system for lifting the average productivity of salesmen—helping men manage their time better, training them in sales control methods, inducing them to plan.

Thorson and Thorson (second Thorson is wife of the first) describe their business, on their letterhead as "Industrial and Technical Geography and Distribution Detail." Another name for it might be "streamlined sales control." At any rate they get results with it, are sometimes spoken of by clients as "wizards."

James Alfred Thorson explained his "system" to a SALES MANAGEMENT editor, who summarizes it herewith, in article form.—THE EDITORS.)

PERHAPS the best take-off for an article about the highly specialized type of sales control plan which has turned out to be a career for the Thorsons of Cleveland (James Alfred and Mrs.), is a statement of the results achieved for one company.

Streamlining of this firm's territory-working methods resulted in doubling the number of calls on active customers, while tripling the number of prospect calls at the same time. Sales volume in this case was reported to have increased more than 100% on several million dollars in volume in an industry whose normal increase for that year—1939—was 21%.

Mr. Thorson disclaims any "formula," says he has not been able to reduce his methods to a sentence.

Your reporter, therefore, seeking to be helpful, boils it down to this:

"To induce (NOT compel) salesmen to use in orderly fashion, the knowledge and in-

formation which they already possess . . . and to induce them to add to that knowledge and become more orderly progressively . . . to their profit and that of their companies."

Based on an interview by Deac Martin with

JAMES ALFRED THORSON

*Thorson & Thorson,
Cleveland*

"The experienced salesman in Kan-kakee," says Mr. Thorson, "knows whom he ought to see, how often, how calls should be routed, the relative value of most of his accounts and prospects. He knows this better than anyone else, even the executive at headquarters where the over-all selling job must be supervised by remote control. It is our job to work personally with the salesman, to help him capitalize upon this intimate knowledge of his territory and the valuable experience which he has built up. We do not 'teach salesmen how to sell' in any sense of the word. That assignment is up to the sales training executives. We take for granted that we are working with a *salesman*, when we are assigned to his territory."

Mr. Thorson divides a salesman's assets into two broad classifications: *Mental*, which includes his personality, education, experience; *Mechanical*, which deals with just four elements—People, Places, Time, Travel. Mr. Thorson's organization works entirely on the "mechanical" side. Reduce these four elements, which already exist, to simple, accurate, easily usable form, and the personal sales curve of any salesman reasonably equipped on the mental side will rise, and stay up, "if he uses the sales tool we put into his hands."

The "tool" which is also the key to simplification of the four elements is a loose leaf territorial sales detail book which the salesman, aided by Thorson & Thorson in early stages,

makes up. The pattern or form which the salesman follows has been evolved through thousands of trial-and-error tests and experiences by the Thorson organization in personal sales work with upward of 10,000 men in about 200 companies over approximately 25 years. In starting with a salesman, Mr. Thorson "leaves things alone in their natural state as nearly as possible."

First of all the salesman is not "called in for a conference at the office." Any salesman is off his stride in a conference, Mr. Thorson believes. "He just can't think or act naturally. To some little degree, he is on display, and to that extent on the carpet." Thorson people work at a hotel or at the sales representative's home.

The salesman is asked to select from a batch of cards, furnished by the branch or home office, names which in his opinion are worth working. The names on the cards under ideal conditions represent every source from which the company has received an inquiry or order, regardless of how small, or to which a sample has been sent within a specified number of years.

Given such opportunity to select with full assurance "It's entirely up to you . . . nobody's going to report what you do," the throw-outs are usually terrific. Out of 1,800 names, one experienced salesman threw out all but 366. He found that 39 of his best prospects had not been in the home office list. His assets then, to start, were 405 names which in his opinion constituted the only real sales opportunities in his district. This is not an average example, but is cited to prove that the salesman-is-the-boss in determining whom he will call upon, under



The voice that made
16,000 QUARTERS
come flying!

RCA VICTOR ran a black-and-white page advertisement of their \$1 Long Life Needle in *The Saturday Evening Post* for January 25. This ad offered one of the new needles to anybody who would go to an RCA Victor dealer—listen to a demonstration—obtain a certificate—and mail it in with 25 cents.

No other publication carried the offer.

In slightly over two months, 16,301 people throughout America visited dealers for demonstrations . . . 16,301 people mailed in certificates . . .

16,301 quarters came pouring in to RCA Victor.

This dramatic response to a *Post* ad is easy to understand. It is simply additional proof that people read *Post* advertising more attentively—and act on it with more confidence.

Which explains why RCA Victor products have been *Post*-advertised for over 39 years . . .

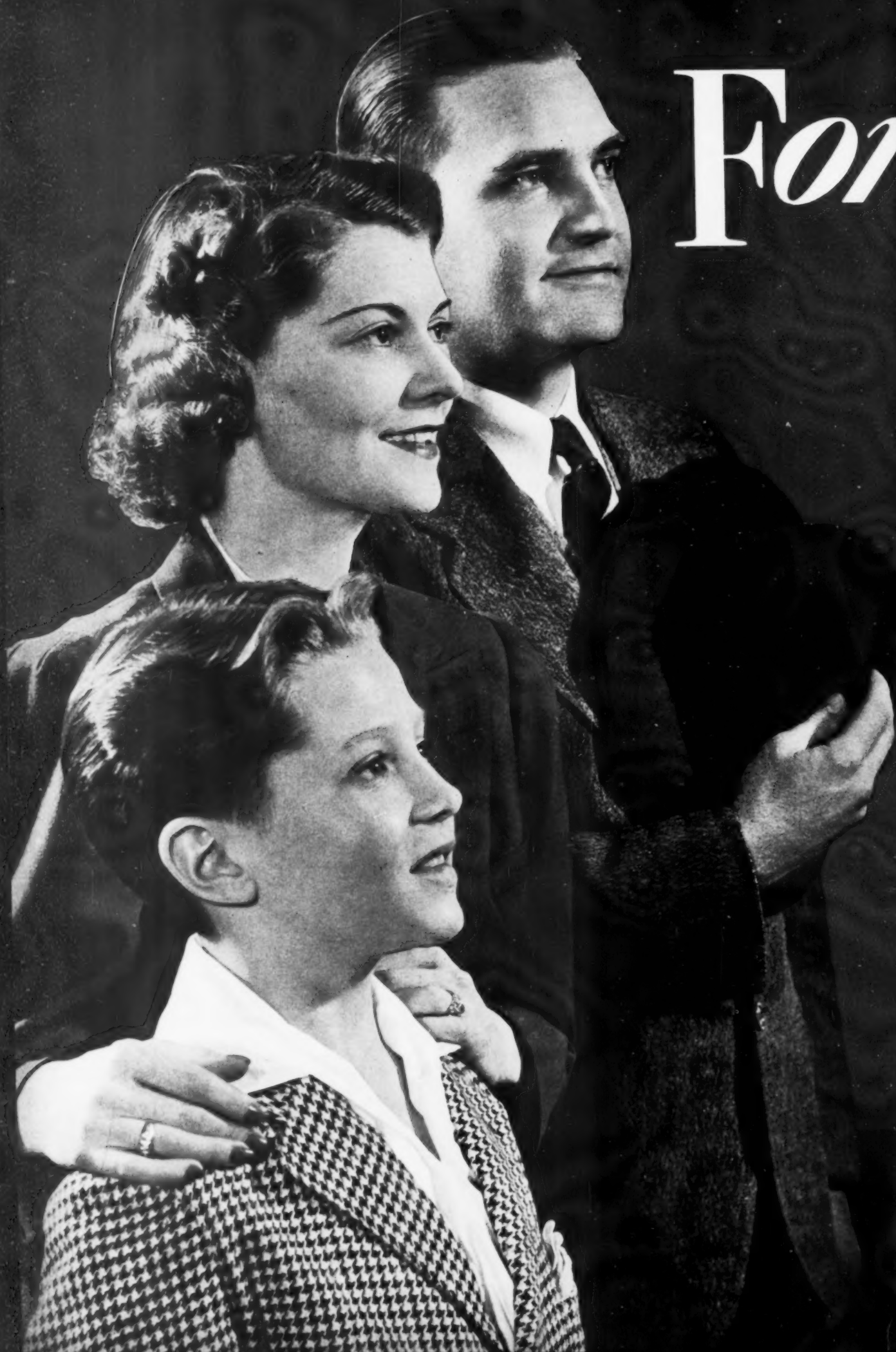
And why last year the *Post* carried 9 million dollars more advertising than any other magazine.

People pay attention when you put it in the

POST



For



America— THE RADIO

The Radio they call me, a thing by tyrants feared.
I am the joy of free men by which all lives are cheered.
I am the right of free men, their culture, mirth and song,
A college for their children, a guard 'gainst every wrong.

The glorious songs of freedom exultantly I sing,
America for devotion! one God for worshipping!
No tyrant stills my teaching; no home denied to me,
I am the soul and body and breath of liberty.

I am the living substance of peace and brotherhood
Of human rights unfettered, of all that men hold good.
Mine are the fruits of freedom, of skill and genius rare,
And art's supremest triumphs—and all who wish may share.

American my purpose! American my creed!
No time have I for hatred, for lust, for power or greed.
Mine are the hymns of freedom, a free man's prayer I pray
America, at your service! The Radio—night and day!

Edgar A. Guest

THE GREAT STATIONS

WJR

THE GOODWILL STATION

Detroit



G. A. RICHARDS
President

OF THE GREAT LAKES

WGAR

THE FRIENDLY STATION

Cleveland

Radio Stations • Columbia Broadcasting System • Edward Petry & Co., Inc. National Rep.



PHOTOMYSTERY

See how good a detective you are!



Try to solve
this short-short
mystery



1. It was after midnight when Mr. Oto, the famous detective, was awakened from a sound sleep by his telephone. It was George Franklin, advertising manager of the Esterhazy Corp. on the wire. "Come quickly, Mr. Oto" he gasped, "I need your help!"



2. At Franklin's home, Mr. Oto found him pacing the floor. "I'm in a jam," he said . . . "Our big competitor is taking business away from us. The boss blames the advertising . . . I've got to find the answer!"



3. Mr. Oto compared the two campaigns. "Your ads are better than theirs, and you obviously have a good product. Are they outspending you?" Franklin shook his head . . . "No, we're about even."



4. "Hmm," muttered Mr. Oto, "How about media?" "We both use newspapers," said the brow-bedewed Franklin . . . "As a matter of fact, we get a cheaper line rate than they do, in the same markets."



5. "Aha," cried Mr. Oto, "I think I've got it. Let me see your Media Records!" After a few moments of busily thumbing through the big volume, Mr. Oto cried out, "I thought so!" "Wh-wh-what . . . ?" queried our Mr. Franklin.



6. "You may be in the same papers as your competitor, but you're not in the same section! They're getting from 20% to 80% more readers per ad than you are. That's the whole answer in a nutshell. You should . . ."

HERE'S THE
ANSWER!



(Before you turn the page, see if you can decide what George Franklin should do to make his advertising work harder!)

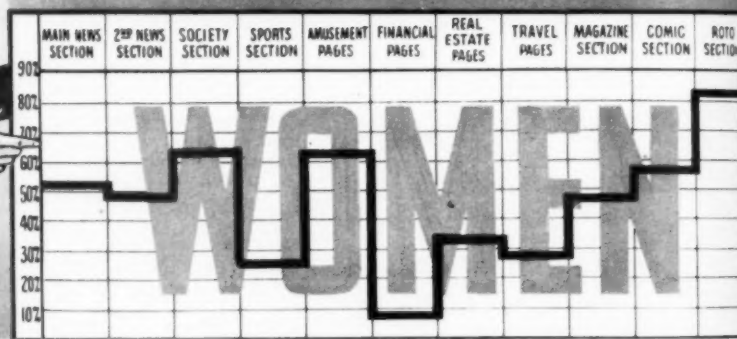
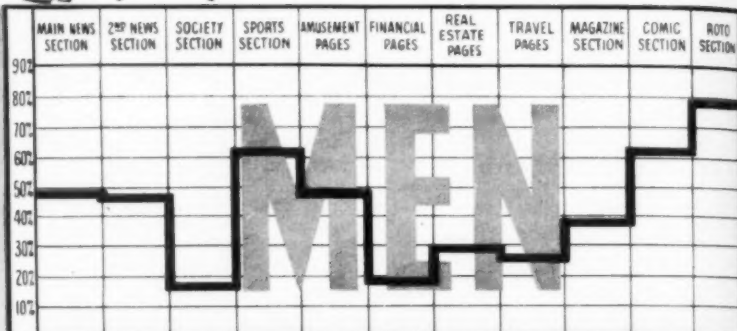
"COUNT THE READERS PER
DOLLAR INSTEAD OF THE
LINES PER DOLLAR,"

SAYS MR. OTO,



"Then you'll
go **ROTO**,
too!"

"Just look at the results of this Gallup
Method Survey . . . showing the average
reader traffic for each section of the
Sunday newspapers surveyed!"



● "Besides" said Mr. Oto, "You'll notice that every ad gets 'preferred position' in roto. Every page is equally filled with interesting editorial content to bring readers closer to the ads."



● "Right," said George, "And I've always liked roto printing—because of its faithful and clear reproduction. What's more . . . roto lends *quality* to the product illustrations. That means plenty."



● "And don't forget," beamed the detective, "Roto advertising has a longer life than just R. O. P. ads. All in all, Mr. Franklin, I think your mystery of the missing millions of customers is solved."

Why Not Let ROTO Solve the Problem?

Rotoplate
REG. U. S. & CAN.
PAT. OFF.

— THE NATIONALLY-ACCEPTED ROTOGRAVURE PAPER

Manufactured by **KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN**

Established 1872

NEW YORK, 122 E. 42nd STREET • CHICAGO, 8 S. MICHIGAN AVENUE • LOS ANGELES, 510 W. SIXTH STREET

name in handling of his book, "it's a bigger potential purchaser than ABC, the largest now existing." Aided by an occasional deft suggestion, later, the salesman usually sells himself on handling such a prospect with the care it deserves.

"What the salesman *thinks* is what the job *is*," Mr. Thorson says. Elaboration of an actual case makes that statement less cryptic. A certain salesman was supposed to be living up to his company's decree of "22 calls every day for every salesman." On that basis the man was supposed to have made in excess of 4,700 calls annually for the past eight years, while traveling an estimated average of 30,000 miles.

Analysis showed that this man had been actually making 1,685 calls annually over eight years, and that he had been traveling 38,000 miles a year. He had not intentionally violated company rules in failing to make the required number. He was traveling just as fast and making as many calls as he could in that territory.

Doubles Calls, Doubles Volume!

Having reduced his sales operating to the elements of people, places, time and travel, the salesman found that even Superman could not have attained the company's stint. But in five and a half months of working with correlated elements his calls jumped to a figure which, extended over a year would total 3,100 calls, while his mileage would drop to 24,000 miles. That is substantially the way his year worked out. "You see," says Mr. Thorson, "the 14,000-mile savings that we planned together, plus better routing, gave him time almost to double his calls. And his volume increase was almost in that ratio."

Mr. Thorson believes that one of the main faults of modern sales methods is "too much sales managing, too many commands without enough intimate knowledge of details of conditions under which a given salesman works a specific district. Aid the salesman in deciding for himself. A fact discovered for oneself is worth a dozen handed out with preachings."

He adds that he is not a reformer, therefore believes in working with data and methods that already exist, "but let's take them into our hands, let's make a microscopic examination of details that make or break volume, profits or both, rather than depending upon a telescopic view from a remote control point." Most sales operating methods are conceived for large areas rather than the comparatively small, highly individual sales district where the intelligent, experienced salesman

knows most about what should be done, he believes.

His technique, if it may be called that, is to establish the fact with the individual salesman that "you have the ability and the mechanical means of welding your own sales tools and keeping them in working condition." Asked what happens if some "remote controller monkeys with the machine you and the salesman have built for his territory," Mr. Thorson says "We would drop that job like a hot potato." He cites a case where he did just that. "We can't convince a salesman that he can and will improve himself if someone else is ordering 'Do it my way.'"

He prefers to open one test territory, and let it prove what "setting up a practical, minutely accurate operating trial balance of all sales to be had in the market, and setting it up so they can be secured" will do. He says that such a test does not require major changes. Existing sales procedures are accommodated with the possible exception of cutting down paper work. Normally only three main forms are needed in the book "to supply fingertip knowledge" in the selling field. The books include sheets for memoranda, prices quoted, other items which trial-and-error experience has proved necessary. Coordinated with the books are other forms used at headquarters for recapitulations or break downs. All in all, the Thorson's have designed an unusually tidy and complete sales operating procedure package.

In that connection the president in charge of sales for a company with sales offices in most metropolitan cities, wrote to the branch managers:



"This very valuable tool can be useful in proportion to the actual use that is made of it by the men who operate the books. This book is not meant to operate you, but is meant to be useful in increasing your skill in . . . performing your work."

The bulletin containing this paragraph also announced that Thorson & Thorson had been retained for a long period "to guide you in proper operation of this tool."

Mr. Thorson's statement, "There is no need for 'new and improved' sales equipment if we will make sure that we do as well as can be done with what we have," goes beyond sales. He feels that way about our democratic system. "The only thing that's wrong with our national economy is that we have not paid enough attention to the mechanics of the details in its operation. Specifically, a main factor in the cost of goods to the consumer used to be materials and processing. But we have improved manufacturing until today cost of distribution is often greater than production cost. Better mechanics of distribution will be the only way in which we can make more, sell more, increase profits, and spread employment through getting consumers to buy more, for less. Lower prices must come from lower distributing costs attained by more attention to details of sales operation."

Death Knell for Inefficient

He believes in paring down production and sales costs, increasing income to salesmen and to all who handle the goods in bigger volume, attained in part through greater sales efficiency, and by lowering prices. He cites examples of clients who reduced prices throughout highly competitive areas, and made more net profit from increased volume that resulted. "It is the American way," he says, "the only way through which this nation can survive as a democracy."

Asked what will happen when "everybody reduces prices and steps up sales efficiency to maximum," he replies that some companies will go under. "It must be a survival of the fittest. Is any consumer complaining about high automobile costs because less than a dozen motor car companies survive out of more than a thousand that have started?"

As to desirability of continued promotion and keeping sales department on their toes now, when in some cases they haven't anything to sell, or can sell only on long delivery dating, Mr. Thorson sounds this warning: "Good business years take care of themselves. Slow years need the best sales machinery. But you don't build a ball club or a fast-moving, hard-hitting sales force in a year, or even two."

If You Would Pack Punch into Selling, Use More "Power Words"

Any salesman can enormously increase the effectiveness of his presentations to buyers if he will abandon trite verbal expressions and substitute words that have action, color, and emotional value.

BY EUGENE J. BERGE

*Berge Associates, Management Engineers,
Chicago*

RECENTLY I was in a purchasing agent's office while salesmen from two competing food companies plied their trade, one after the other. Salesman A said, among other things, "Our line of food products is the best you can buy, regardless of price." Said Salesman B, "Your gross profit on our large can of delicious peaches is 40%, if you buy a dozen cases only. This is the family-sized can being advertised next week in the *Post*."

Both men had a ten-minute interview—but Salesman B got the order. He used *power words*.

Let us examine the principle underlying power words. Power words in selling are words which have emotional overtones. They do things to the prospect's impulses. They incite to action.

Let us take some examples. Below are pairs of adjectives which might readily be used in a sales presentation. For most of us, the second word of each pair will have more power of stimulation than the first.

<i>Ordinary Word</i>	<i>Power Word</i>
beautiful	radiant
useful	invaluable
dangerous	death dealing
soft	velvety
strong	tough

If further conviction is needed, study the list of verbs:

<i>Ordinary Word</i>	<i>Power Word</i>
says	declares
sends	airmails
runs	trots
walks	dashes

Or this list of nouns:

<i>Ordinary Word</i>	<i>Power Word</i>
crowd	horde
strike-breaker	scab
mud	muck
affection	ardor

If emotional power can be stirred

by the use of pregnant adjectives, inciting verbs or word-picture nouns, how much more poignant power phrases can be.

Study the last sentence. It exemplifies its very import, for it is replete with power phrases. Yet it could have been written drably as: "If interest can be aroused by the use of adjectives, verbs or nouns, how much more can be done with phrases."

Now that the significance of power words and phrases is clear, let us apply the principle to practical selling situations.

Few of us are clever enough to be clever at will. If a salesman waits until he is in the midst of a sales interview before he tries to think up the proper power phrases, he will probably fumble badly. Words—his tools—should be sharpened in advance.

Let us suppose that you are an automobile salesman, handling one of the low-priced cars. You have made a rather usual analysis of the normal buying motives and of the appeals to these of your product. Three of them are given below:

Buying Motive

1. Low investment
2. Low upkeep
3. Safety

Product Appeal

1. Entire line is priced in competition with with low priced cars.
2. High gasoline mileage; inexpensive parts replacement.
3. Construction—frame, safety glass, tires, brakes, etc.

Based on such an analysis, extended to many motives and corresponding appeals, you will make some sales. The problem is not to make *some* sales—but rather how you can make more sales. So you write out many of your usual selling sentences—then rewrite them with more power. (In the examples that follow, usual selling sentences are in light face type, followed

by power selling sentences in bold face.) Here's your result:

"Here's a good car, at low cost, priced in line with all the cheaper cars on the market."

"Here's a powerhouse—more pounds of driving satisfaction per dollar invested than any car on the market, bar none."

"You'll find this car very economical with gas. Our engineers say it should give you 22 miles per gallon."

"Put one gallon of only third grade gas in this Scotch engine and you can breeze all the way out to Hillsdale on it."

"The tires are the well-known Umpdah safety brand, designed to prevent skidding."

"Feel this tough Umpdah non-skid tire tread. When roads are wet or icy, this patented tread becomes one big suction cup, to keep you out of the ditch."

With such power sentences—you'll sell!

Clearing the Psychic Decks

Power words stir emotions. Psychologists tell us that when emotions are aroused, nature prepares the individual for action. Heart beat, rate of breathing and the activity of sweat glands increases. The liver pours blood sugar into the blood. Digestion stops. Ductless glands send potent adrenalin into the blood. So, the psychic decks are cleared for action.

You realize that repulsive words like slime, spit or vomit—or vile epithets—can stir strong emotions of disgust or anger. Now realize that positive words have the same potentialities.

People's wants lie buried deep in their vanities, their frustrations, their sex relationships, their home lives, their secret ambitions. Around each of these wants is an aura of emotion, like the unseen fumes which hover above a tank of gasoline. Touch off the fumes, and the whole tank explodes.

Power words are merely the matches to accomplish this end. The actual power is in the gasoline—not in the match. But if the match doesn't light, there is no explosion.

If you want an interesting evening, think out several dozen power words and phrases:

1. For getting attention
2. For holding interest
3. For arousing conviction
4. For securing desire

Then light your matches!

SALES MANAGEMENT

Welcome Wagon Service Offers you LIVING ROOM MERCHANDISING



*....The most positive, proven force for
creating sales known to modern selling*

Welcome Wagon Service offers you a proven method of product introduction INTO THE HOME that shows a high percentage of results in creating customers NOT OBTAINABLE BY ANY OTHER MEDIUM.

- In over five hundred cities trained women . . . women of charm and social background . . . leaders in their communities, can introduce your product into hundreds of thousands of homes under the most favorable and most resultful auspices ever developed.

- Upon Newcomers, Newly Married Housekeepers, and New Mothers, Welcome Wagon Hostesses call in an atmosphere of civic hospitality and friendly confidence. Here is no barren, cold sampling. Here is no promiscuous distribution. In an atmosphere of helpful cordiality and welcomed friendship your product can be introduced with a background of woman to woman recommendation that creates an unsurpassed percentage of customers.

Any firm, any advertising agency, sectional, national, or international (United States and Canada), should have the data on Welcome Wagon Service and should know the resultful, vital part it is playing in the sales building program of important firms. Request for booklet or for a personal call by a Welcome Wagon Representative will bring you the complete story.

THE WELCOME WAGON SERVICE COMPANY

(A THOMAS W. BRIGGS ENTERPRISE)

1790 BROADWAY, NEW YORK CITY • STERICK BUILDING, MEMPHIS, TENNESSEE

Baking Industry A-Dither Over “Enriched” Bread: Not All See Eye to Eye

Production problems, cost problems, promotion problems galore are dumped into laps of millers and bakers as Government blesses plan to feed America more vitamins through its most widely-consumed food.

If any food manufacturer had suggested adding extraneous chemicals to his products as recently as two years ago he would very likely have been accused of seeking to adulterate them. The chances are pretty fair that, if he had done so, he would have been tossed into clink. Six months ago there were a few men who were beginning to say that—some day—the thought might be accepted. Today the millers and bakers of the United States are in a dither because the Federal Government has not only suggested the idea but, in effect, is making it compulsory.

Groups of specialists, millers, bakers, bakery sales experts, college professors, advertising and publicity men, have been meeting here and there throughout the United States, and are still meeting, to try to find out what it's all about and how to meet their new problems. A good many of them seem to have the jitters while others apparently are walking in a daze.

Fellows who had always thought that flour was flour and bread was bread are doing homework at night.

trying to catch up with the events that have befuddled them. They're talking in their sleep about riboflavin, thiamin, vitamin B₁, nicotinic acid, calcium, iron, the vitamins in general—and what it's going to do to the public health, the general welfare, the common weal, sales and their pocketbooks.

"It's the biggest thing that has ever happened to the baking industry."

That's the battle cry of the proponents of the plan. Others, still doubting, talk of hidden dangers, kick-backs, "racket," and "doping what we eat." A few dismiss the idea with a simple, understandable word, "Nuts." College professors and the more acute merchandisers appear to be launching an all-out campaign to put it over.

"V-Day, May 27!"

That's the day announced, a bit earlier this Spring, when every baker everywhere was to get the right flour,

or the right crystals. The big worry early in May seemed to be whether or no the manufacturers could supply enough of the materials to fill the requirements.

Then, for sales purposes, it was found necessary to label the new bread in a way the public could easily understand. Vitamin bread was suggested, and fortified bread, and pep bread and health bread, etc. Though a lot of the bakers don't like the word at all the term "enriched" bread has been thrust upon them seemingly from semi-official sources and in their quasi-private meetings it has been hinted to them that they'd better take it and like it.

So they are calling it enriched bread and letting it go at that. Next, they've gone into something of a turbulence over the labeling. The government has given some hints on labeling. The label, it is pointed out, must tell the story.

Some of the bakers shudder at the thought of printing on the label that their bread contains *nicotinic acid*. They think that a good many people, reading that, will start to climb fences. They ask:

"Is the public prepared?"

In spite of the fact that a number of the nation's leading magazines have printed articles on this new health-giving chemical, something that works almost like a miracle in cases of malnutrition, surveys recently made have

What You Should Know About

[illegible]

BETTER THAN EVER! NO INCREASE IN PRICE!

[illegible]

Vitamin Fortification
Now Has U. S. Backing

Nutrition Plan Based On
Extensive Program to Enrich Food

Enriched Bread With Bang for Men Ready

Fisher's BLEND BRAND FLOUR
WHOLE WHEAT FLOUR
NOW ENRICHED

with VITAMIN B₁ (Thiamin) AND IRON - to Give You Added Nutritional Values in a Famous Flour

Here's the most important flour since it took a century - enrichment has found a way to add Vitamin and Iron to America Fisher's Blend Flour. This gives you the extra nutritional values of these important diet elements in one daily baking - an enrichment achieved by leading scientists and scientists, as part of Uncle Sam's Health Dietetic program.

Vitamin B₁ is a diet nutrient which should be supplied daily, because it is now stored up in the body. What you can Enriched Fisher's Blend is now helping you give your family an extra quantity of this healthy diet growth-building element.

It's no easy or even so hard with Enriched Fisher's Blend - same factor - same low vitamins and iron - same baking qualities that make your favorite recipes turn out perfectly. Get Enriched Fisher's Blend - you now greater care.

Fisher's BLEND BRAND FLOUR
ENRICHED
"Blend's" Most Famous

Bakers' advertisements for "Enriched" bread are scheduled to break on "V. Day," May 27, if manufacturers are able to supply the right flour or the right vitamin crystals in sufficient quantity to fill demand. And a good many millers are ready with the flour, for newspapers the country over are bristling with large space advertisements glorifying the new product yet managing not to malign the old.

SALES MANAGEMENT

revealed an appalling ignorance on the part of the run-of-mill citizen. Too many still think of it as the poison in a cigarette or bug-killer. Probably, if they'd realized what they were about, the chemists would have given it a better name. Perhaps the name can be changed yet.

Those among the manufacturers who are accepting the whole campaign as is answer that if the Federal Government wants to sell the public any idea it is sold, right now, and why bother to discuss it. They point, as proof, to the government's multitudinous departments for education and publicity.

It was seemingly a mere yesterday that the laboratories began to isolate the various vitamins and recover them in crystal form. Thus, for the first time, vitamins could be seen and photographed.

If vitamins could be caught by the pants, so to speak, and tossed around, why not put them into foods where they'd do the most good? Natural carriers were needed. Milk and bread, the scientists said, were among the best carriers—probably the very best. Better start here. They liked the bread idea for several reasons and the first was this:

"Hitler's Gift to the World"

Nutrition experts, food hobbyists, dietitians, medical men, plus a fringe of quacks who have fattened themselves by haunting the vitamin field, have long harped on the theme that the "good" has been taken out of white flours in milling. Bran foods have been boosted. Everyone should eat whole wheat flour!

Mostly they didn't take into account that the human digestive tract is not bovine and that hundreds of thousands of people, non-ruminant, just couldn't eat whole wheat flour without kick-backs such as colitis, duodenal or gastric ulcer or other complications. Refined white flour certainly has had its place.

All the virtues that have been taken out of the so-called "patented" flours will be put back in on top of which will come some extras and we'll go on from there. One baker remarked that he guessed it was Hitler's gift to the world, because hadn't the Germans been doing it from the start of the current war?

U. S. standards have been announced to cover the situation, but some of the bakers and officers of their various trade organizations still believe that the standards are not quite standard yet. They think there will be revisions. They also consider that the government should and must carry the

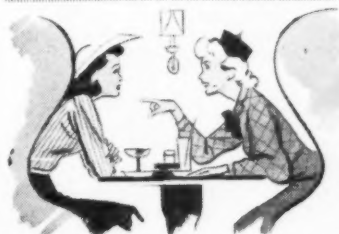


We're blockaded, Mr. Jenks, and I'm sunk!

It's not that we mind working long hours now and then. These are busy times. But look—that pile of work just doesn't get any smaller and the other departments are complaining that they are being held up.



Why? I'll tell you. Every time you call me for dictation my other work must stop, and if I can't come the instant you call, you are delayed . . . and your work is slowed up.



Well, that day you complained and said you wished you had a magic notebook, I told Mary, my girl friend. She said, "What Mr. Jenks needs is a Dictaphone. So did my boss . . . and he got one."

"Now," Mary said, "Dictaphone leaves him undisturbed to do his work while I do mine. He doesn't have to wait for me, nor do I for him. We both get more done, more easily."



"While he's dictating, I can protect him from interruptions . . . answer phone calls and look up things for him. He can dictate any time—before or after hours, without requiring me. What's more, now I can keep up with my own work, too."

This modern dictating machine speeds production all through the office • It's easy to use • Always there—always ready • Puts everything on record • Catches every idea—without waiting.

DICTAPHONE

DICTAPHONE CORPORATION, 420 Lexington Ave., N. Y. C.
In Canada: Dictaphone Corp. Ltd., 86 Richmond St., W., Toronto

- ☐ I should like to see the Dictaphone movie, "What's an office anyway?" showing how bottlenecks can be eliminated.
- ☐ I should like to try a Dictaphone Cameo Dictating Machine in my own office without obligation.

Name

Company

Address



The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

brunt of "selling" the idea to the public.

Dr. B. W. Fairbanks, of the University of Illinois, talked recently before the Bakery Sales Association in Chicago. This group had hit upon "Vitamin Trails to Vitalized Sales" as the slogan. Dr. Fairbanks, who has long been doing research on nutrition, said:

"Two-thirds of the people of the United States are deficient in calcium; 80% of those who come before the clinics are deficient in calcium." He spoke of the present movement as a "vehicle for the improvement of the nutrition of the people."

Louis Caster, of Keig-Stevens Baking Co., Rockford, Ill., made the statement that 50% of the people of the nation are not properly fed. However, he warned:

"Don't sell bread as a medicine, not as a panacea, not as a cure-all—but as a good, wholesome food. Here's an opportunity, the biggest opportunity that the bread industry has ever had."

Ralph Gaylord, of the Minneapolis flour people, quoted the U. S. Health Survey as authority for the statement that one-third of all the families in the nation are receiving diets inadequate to health. He added:

"Over-refining some flour and sugar and the loss of vitamins in canning have taken many valuable qualities out of common foods. Bread comes near the top in diet regardless of income groups. It is important that, in selling this new enriched bread, however, you do not interfere with the desirability or the acceptance of flour as a food. It will be a long-term program."

In other words, and other speakers stressed the same idea, the flour men and the bakers do not want to admit one whit that their products, as they have been, are anything but good foods regardless of the new sales appeal. And should the plan to sell the nation fortified flours not go over as it is anticipated they will, they don't want to have to fall back on a flour that has been knocked flat.

"It's darned good as it's always been," they say.

The sudden upsurge in the movement for this new chemically improved bread can be measured by certain dated statements. Only last November the Bakery Sales Association said that to get the movement under way:

"May take six months or a year. It may take five years."

Industry to Absorb Cost

Added costs are giving the bread manufacturers some worry. Now that the laboratories have passed on the making of riboflavin, thiamin, nicotinic acid, etc., all going into flour, to the manufacturers, at the instance largely of government agencies, the costs have come down in a striking manner. Today, it was said, to put the required chemicals into bread will cost about one-sixth of a cent per loaf. The industry will have to shoulder the added cost.

"Don't look at that as an expense," said one speaker. "It will help you to sell more bread. Consider it as a part of your sales budget, or your advertising expense, or what you will."

Some of the Big Bread Men have been irked because, they say, many of the newspapers and magazine writers who have been letting themselves go on the subject of "enriched" breads haven't stuck to what they consider the exact truth in everything they've said. The things that have hacked them most are the slurs against milling, i.e., the super-refining which takes out native vitamins.

To keep the "writing fellers" on the track they want them to stay on they've prepared some ground rules of their own. To quote:

"The greater portion of writers are unbiased and seek only to present facts to their readers according to their best knowledge and understanding . . .



"WITH AIR EXPRESS ...YOU HAVE AN EXTRA OFFICE AT THE AIRPORT!..."

...says Philip Salisbury, General Manager of Sales Management

Contact! That's what you need . . . and the faster the better. One way to speed up business contacts all-around is to ship the swiftest way possible—by Air Express. Use it regularly . . . and watch how you fly ahead of competition!

We'll whisk anything you have to send or receive at 3 miles a minute between more than 250 U.S. airport cities, between hundreds more on international service. Off-airline points are served by coordinated air-rail connections. *Special* pick-up and *special* delivery at no extra charge within our regular vehicle limits in all cities and principal towns. For Air Express service just phone RAILWAY EXPRESS, AIR EXPRESS DIVISION.

'Fastest Way' Means



"All signs indicate that a tremendous amount of newspaper space will be devoted to the subject of vitamins during the next few months. It therefore appears advisable for bakers to do everything possible to influence the papers to treat this subject as favorably as possible.

"Coercion of any type is definitely not suggested since, in most cases, it would do more harm than good. Sincere attempts to 'educate' the newspaper people are, however, definitely in order. We suggest the following steps as immediately advisable, to hold the total of unfavorable publicity down to the unavoidable minimum:

"1—Get a clear picture of what has taken place in your own mind and put it on paper in words that will be clear to others.

"2—Supply copies to your local paper for actual use as news items, if they choose, or for guidance in interpreting material from other sources.

"3—Prepare your own publicity releases with the utmost care, recognizing that 'background material' will almost inevitably be torn out of its context and featured far beyond proportionate importance.

"4—Remember, when preparing copy for advertising or publicity, that 'appetite appeal' is still the one theme that dependably sells bakery goods.

Avoid Inadvertent Slurs

"5—If you must discuss 'health' factors, bear in mind these facts which are attested by all competent authorities:

"(a) Bakery products have always contained the utmost in nutritive value consistent with the nature of the products as dictated by public taste.

"(b) The addition of vitamins and other elements along the lines recently made possible by scientific discoveries, gives the public more health value in an already wholesome, nourishing product."

One of the things that seemed to be brought out in the meeting was that the avalanche of publicity that has swept down on the heads of the baking industry, has given many of them a kind of buck fever. They've acquired the habit of searching all published articles for statements that they think are not 100% pure gold. They want everyone who says anything to agree with each of their thoughts even though they don't wholly agree among themselves.

One speaker gave them this advice:

"You're going to get millions of dollars worth of publicity and advertising free. Don't split hairs. Don't bellyache. Get to work and be glad."

AKRON

BUSINESS REPORTS FOR FIRST QUARTER OF 1941

Akron business for the first three months of 1941 shows a remarkable increase over the same period in 1940.

	MARCH 1941 PERCENT OF MARCH 1940	FIRST QUARTER 1941 PERCENT OF FIRST QUARTER 1940
NEW PASSENGER CAR SALES	190.7	166.4
NEW TRUCK SALES	143.8	140.3
USED CAR AND TRUCK SALES	153.2	148.2
BLDG. PERMITS RES. NUMBER	287.5	328.9
BLDG. PERMITS RES. VALUE	287.9	494.7
BLDG. PERMITS NON-RES. NUMBER	129.6	124.2
BLDG. PERMITS NON-RES. VALUE	139.7	155.3
DEPARTMENT STORE SALES	120.5	119.0
NEW EMPLOYMENT REGISTRATIONS	97.2	135.4
EMPLOYMENT PRIVATE PLACEMENTS	148.1	148.1
INDUSTRIAL POWER CONSUMPTION	132.2	123.3
LONG DISTANCE PHONE CALLS	128.8	124.7
POSTAL RECEIPTS	104.5	103.2
RAILROAD CARLOADINGS INBOUND	138.3	112.0
RAILROAD CARLOADINGS OUTBOUND	131.9	117.9
SALES TAX COLLECTIONS	137.9	128.4
BANK DEBITS	133.8	123.7

At one low cost you can sell the rich Akron Market by taking advantage of the complete coverage offered by the

AKRON BEACON JOURNAL

REPRESENTED BY: STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

Philadelphia's New Prosperity

EVENING PUBLIC LEDGER

is its Spokesman

In buying space in the EVENING PUBLIC LEDGER today, you are buying not only the solid values of the past but also the new plus values brought about by new faces on the street, new names on payrolls, new purses in the stores, new reading habits and a new responsiveness to new editorial methods.

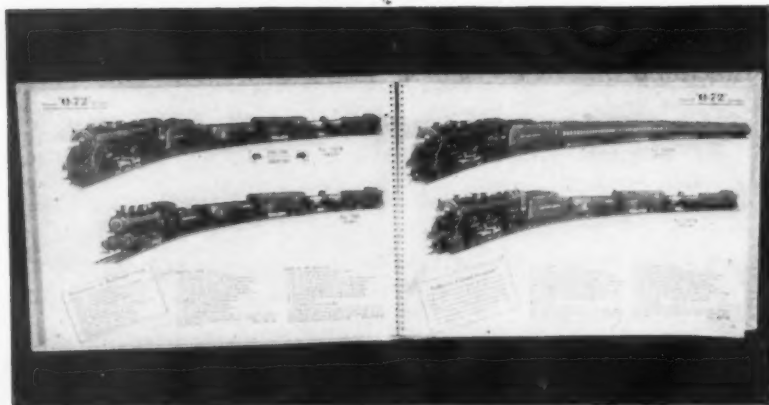
● It is time to re-study the Philadelphia market and to assign a larger responsibility to the

EVENING PUBLIC LEDGER

● Already the EVENING PUBLIC LEDGER represents a 20% segment of the Philadelphia retail-market... almost equal to what a combination of the *Times-Tribune* or *Sun-American* offers in the New York area. Without the EVENING PUBLIC LEDGER, you are not "covering Philadelphia."

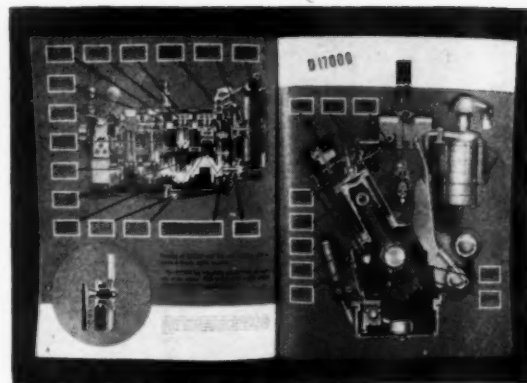
EVENING PUBLIC LEDGER

INDEPENDENCE SQUARE PHILADELPHIA
NATIONAL REPRESENTATIVES—Paul Block and Associates



Lionel Corp.'s 1941 catalog is a show window designed to fascinate any big or little boy with its display, in full color, of model trains and equipment. Built for permanence, it is bound (by Brewer-Cantelmo, N. Y.) with a stiff cloth-covered back and spiral metal binding.

Caterpillar Tractor Co. takes the occasion of a new catalog to tell a product story. Each Diesel engine model offered by the company is "X-rayed" in detail to give the prospect a chance to compare models for construction and performance. Bleed pages and large photographs add to the effectiveness of the book.



Dress Your Catalog as a Sales Tool —That's What It Should Be

Without frills and furbelows, but in good, honest selling garb, the modern catalog has become more than a list of models, sizes and prices. Now it tells a creative story, sales fashion.

The first of a series of three articles

BY HARRY SIMMONS

GOOD cataloging is personal advertising and selling multiplied many-fold by the dynamic power of modern graphic arts.

It supplements your advertising. It advertises your selling. It builds up your prestige and reputation. It transforms them all into direct selling effort at the point of the prospect's consciousness . . . and then asks for the order.

Today, the catalog is much more than a mere collection of lists and schedules of sizes and prices. Modern buyers who spend more and more time in the catalog market-places of the nation refuse to waste time any longer on catalogs that turn their buying efforts into a struggle. If the catalog at hand does not impart its information in a fashion that is interesting, convenient, and helpful to the buyer, he discards it promptly and turns for the help he needs to a competitor's

catalog, which is always available.

There was a time when a catalog consisted of a conglomeration of type faces and fancy headings in a manner of wishful thinking and merely *hoped* for an order. Now, the catalog tells a creative story in story-book suggestive sales fashion—and deliberately *asks* for the order. In many cases it succeeds not only in getting the order, but in establishing and building a permanent readership that may almost be likened to the audience of the modern magazine.

Too often the manufacturer forgets that continual readership of his catalog is vital to the continual support of his selling efforts. He grudgingly appropriates an arbitrary sum of money to "get out a catalog"—then mails it to every name on his list and permits it to rest on its laurels (if it has any), and to sell itself (if it can). The unjust load that is placed on this type of catalog is similar to the load placed

on the shoulders of a lazy, incompetent, wishy-washy salesman.

The modern catalog is a modern *show window*—set up in a window dressing that makes its eye-compelling sales presentation in full view of the buyer in the privacy of his own office, and with the avowed intention of getting the order then and there.

Consequently, the displays in this show window must be the up-to-the-minute expression of superfine showmanship in every detail of these six elements:

1. They must display the kind and style and character of merchandise the customers want, at the prices they want to pay.
2. They must present the merchandise in attractive surroundings with a decorative atmosphere that will be attention-getting, desire-creating, and business-building.
3. They must exhibit the merchandise in such logical style, groupings, and classifications that customers may easily find what they want, together with all pertinent information.
4. The window display signs (i.e., the headings and copy) must talk persuasively to prospects and customers in the language they understand.
5. The psychological and mechanical layout of your show windows must

You can tell it's a Good Place —



Percentage of TOTAL* RETAIL GROCERY LINAGE

Carried by Chicago
Newspapers 1935-1940

	1940	1935	GAIN or LOSS
NEWS	46.1%	49.8%	—3.7%
TIMES	29.5%	16.7%	+12.8%
HER.- AMERICAN	9.6%	15.4%	—5.8%
TRIBUNE	14.8%	18.1%	—3.3%

*Including Department Store
Retail Grocery Linage

Good food is one of the things with universal popularity. There's no better evidence of a good eating place than a large number of cars or trucks parked in front.

And when it comes to newspapers, a large number of food ads is evidence of a good place to advertise. For food retailers in their day to day effort to attract people search out the "good places" too.

In Chicago, The TIMES *must be* a good place, for despite its smaller page size it is second among all four Chicago newspapers in total retail grocery advertising linage—carrying 496,974 lines in 1941.

National advertisers who want Chicago retailers to help them sell, will profit by following the crowd to The TIMES.

THE TIMES

CHICAGO'S PICTURE NEWSPAPER

NATIONAL REPRESENTATIVES

SAWYER-FERGUSON-WALKER CO.

NEW YORK DETROIT CHICAGO

R.J. BIDWELL
SAN FRANCISCO

N. ANGER
ATLANTA

LOWEST MILLINE RATE FOR EVENING NEWSPAPERS IN THE U. S.

present the need, supply the product-answer, and instil joy of possession to the Nth degree.

6. Last, but certainly not least, with all the salesmanship at your command the modern catalog must *ask for the order* in unmistakable terms (either command, suggestion or insinuation), and then make it easy for the customer to buy.

The modern catalog represents not only a substantial investment in money, but even more importantly, a vital investment in *opportunity*. It must be constantly remembered, also, that every competitor has a similar opportunity, and undoubtedly takes advantage of it in greater or less degree. The extent

to which one manufacturer capitalizes on his catalog over another, is governed entirely by the degree to which he improves on the six elements listed above.

After all, why do you publish a catalog? For three principal reasons:

1. You cannot reach all your prospects and customers with your sales force at the moments of need, interest, and desire, and you appreciate the necessity for an "assistant salesman" to be on hand at all times.

2. You must place in the hands of your prospects and customers a complete picturization of your business and your entire line—so they may be able to order not only what they re-

quire at the moment, but that they may be lured into considering other items they had not thought of, or additional merchandise or equipment they might have in mind for the future.

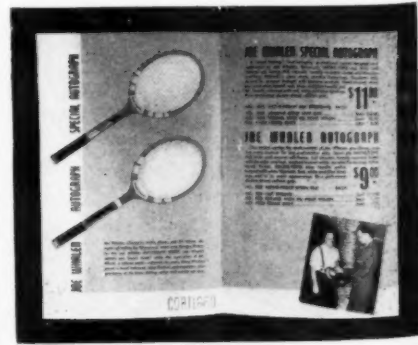
3. You require a convenient handle, or lever, or sales tool for your salesmen to sell by. No salesman is so good that he can always sell without such a sales tool. We know from experience that the right kind of catalog can speed and build up the salesmen's efforts; while the wrong kind will simply leave them stranded without any real selling help. Consequently, if the catalog is implemented with the newest aids to selling, there is every reason to believe that salesmen will use it as the most productive kind of visual selling help.

The interest in cataloging in the modern manner is, of necessity, a selfish one. Manufacturers have realized that insufficient volume and inadequate profits during the past decade have been partially owing to the outright decadence of their catalog publications. The renaissance of cataloging coincides with the recovery in business. Manufacturers now realize that a new catalog brings, almost immediately, increased volume and added profits. But manufacturers must also understand that the added profits possible from a new catalog will derive largely from the added *incentives* that the new catalog applies directly to the imagination and desire of prospects and customers.

Therefore, and most important of all, the new catalog must be not merely a new addition of an old catalog—it should be entirely and definitely modern in every sense of the word from cover to cover. It must be not merely interesting—it must be enticing. It must be not merely attractive—it must be glamorous. It must be not only persuasive—it must be provocative. And not only must it be sales-minded



Sales and advertising executives should look for this symbol in SALES MANAGEMENT advertisements as indication of a highly favorable current income ratio in the area indicated—a practical expression of the SM "High-Spot-Cities-of-the-Month" ratings given in the first issue of every month.



Full color was used in Cortland Line Co.'s catalog to bring out the "smoke-tone" feature of its line of tennis rackets, and to display the style and character of the merchandise. Cortland also has made it easy to buy from the catalog.

SALES MANAGEMENT

—it must be sales-creating in every line of every page!

It is perfectly possible for the modern catalog to be so created and developed that it serves a five-fold purpose and performs a five-point selling job:

1. *To sell to the manufacturer's inside organization.* The forward-looking manufacturer delivers a copy of his new catalog to every worker in the factory. As a means of building up the workman's pride in his own job and promoting better employee relations, there is no finer instrument. Every member of the office organization will also receive a copy for obvious reasons. And it is well to remember that in many cases all these inside copies also develop additional sales to and through the employees.

2. *To resell to every man on the sales force.* A new catalog rejuvenates even the finest salesman on the force. It stirs up the hot old fire of enthusiasm and resells the salesmen on the faith, hope, and clarity of the manufacturer's complete line. There's nothing like a new catalog to give him a new interest in life and to put new life into his selling.

3. *To sell to prospects and customers.* As an "assistant salesman" who is always on hand between calls of the regular salesman, the new catalog should earn worthwhile dividends on its investment.

4. *To help salesmen sell to their prospects and customers.* It is not too much to expect that a good creative catalog shall have so much salesmanship between its covers that it forces itself into the salesman's scheme of selling because of its essential helpfulness and showmanship. A true selling catalog not only gives the salesmen detail information—it also supplies the answers to the innumerable questions of who, what, why, where, when, and how. Many catalogs can sell without salesmen, but very few salesmen can sell very much or very long without catalogs.

5. *To keep old customers continually resold.* Anything that can be done to keep the old customer sold and resold on the manufacturer's line, is bound to be profitable. Taking your regular customer for granted is like granting a competitor a free grab at your customer. There's no tonic for an old customer like a new catalog, with its new spirit, new lines, new ideas, new interests—to say nothing of the new profits it proposes.

In the next article (SM, June 1) we shall discuss ways and means of planning the modern catalog.



Has
your LETTERHEAD
kept time with your business?

"The Greatest Show on Earth" depends on timing. It's the essence of every act in the ring. And this year the circus is timed for the modern era...streamlined by Norman Bel Geddes. It keeps all the old traditions ...but in a modern manner. And for a letterhead that's in time with the new circus, Ringling Brothers and Barnum & Bailey Combined Shows use Strathmore Paper.

How about your letterhead? Has it kept time with your business? Does it combine your business traditions with a fresh, modern approach? It should...and Strathmore Papers can help do the job.

A letter written on *Strathmore Bond*, or *Strathmore Writing*, costs less than 1% more than the same letter written on the cheapest paper you might buy. And on *Strathmore Parchment*, or *Strathmore Script*, as fine papers as can be made, a letter costs only 2.9% more. Such plus value, for so little cost difference, is sound business economy. Strathmore Paper Company, West Springfield, Mass.

STRATHMORE MAKERS
OF FINE
PAPERS

[74]



BUT A WOMAN WILL ALWAYS LISTEN WHEN THE TIME AND PLACE ARE RIGHT

That's why these special radio programs for women . . . these daily station features . . . are such successful sales producers . . . They are broadcast when women *want to listen* . . . by women who know how to *keep them listening* . . . And, most important, they are featured on eleven great NBC stations, dominant in their markets . . .

consistently preferred by leading spot and local advertisers.

If you have a product women need for their homes, their families or themselves, you will certainly want to know a whole lot more about these programs. Check the list at the right and then contact the NBC Spot Sales office nearest you.



NBC SPOT & LOCAL SALES

New York • Chicago • San Francisco • Boston • Washington • Cleveland • Denver • Hollywood
NATIONAL BROADCASTING COMPANY A Radio Corporation of America Service

Representing

WEAF New York
WJZ New York
WMAQ Chicago
WENR Chicago
KGO San Francisco
KPO San Francisco
WRC Washington

WMAL Washington
KOA Denver
WTAM Cleveland

WESTINGHOUSE STATIONS

{ WBZ Boston }
{ WBZA Springfield }

KYW Philadelphia
KDKA Pittsburgh
WOWO Ft. Wayne
WGL Ft. Wayne

GENERAL ELECTRIC STATION

WGY Schenectady

CHOOSE A "GOLDEN MOMENT" ON THESE ELEVEN MAJOR STATIONS

Here are well established, advertiser-tested features . . . known by women . . . listened to by women . . . responded to by women . . . thousands of women in each of these great markets. And each program is so favorably priced that it offers advertisers a value that cannot be equalled.

WJZ . . . New York — Nancy Craig's "The Woman of Tomorrow," 9 to 9:30 A.M. (E.D.T.) Monday through Friday.

WEAF . . . New York — Isabel Manning Hewson's "The Market Basket," 9:30 to 9:45 A.M. (E.D.T.) Monday through Friday.

KYW . . . Philadelphia — Ruth Welles, Woman's Home Counselor, 1:30 to 1:45 P.M. (E.D.T.) Monday through Friday.

WGY . . . Schenectady — Martha Brooks "Market Basket," 8:45 to 9:00 A.M. (E.D.T.) Monday through Saturday.

WBZ-WBZA . . . New England — Mildred W. Carlson's "Home Forum," 11 to 11:15 A.M. (E.D.T.) Monday through Friday.

WRC . . . Washington, D.C. — Mary Mason's "The WRC Home Forum," 11:15 to 12:00 noon (E.S.T.) Monday through Friday.

KDKA . . . Pittsburgh — Evelyn Gardiner's "Home Forum," 2:45 to 3:00 P.M. (E.D.T.) Monday through Friday.

WTAM . . . Cleveland — Jane Weaver's "Woman's Club of the Air," 4:45 to 5:00 P.M. (E.S.T.) Monday through Friday.

WOWO . . . Fort Wayne — Jane Weston's "The Modern Home Forum," 9:45 to 10:15 A.M. (C.D.T.) Monday through Saturday. On Saturday, 9:45 to 10:00 A.M.

KPO . . . San Francisco — Gladys Cronkhite's "International Kitchen," 8:30 to 9:00 A.M. (P.S.T.) Monday through Friday.

KGO . . . San Francisco — Ann Holden's "Home Forum," 9:30 to 10:00 A.M. (P.S.T.) Monday through Friday.

N.B. Tear out this advertisement for your files. It lists every special radio program for women on NBC represented stations.

interest, S & W decided to extend the offer into the new year. The company's officials frankly did not expect the returns to keep pace with the pre-Christmas totals, but again the apparently inherent appeal of the program had been too cautiously figured.

The pre-Christmas campaign had an especial appeal. Headlines, copy and illustrations suggested that the reader send for several sets of the premium to give as presents. The new 1941 campaign featured simply the theme of "Continued by Popular Demand," without the added impetus of the Christmas gift appeal. However, as more thousands of sets reached the public, "it would seem that more and more thousands of voluntary 'salesmen' for the gift offer and for S & W food-stuffs were created." Instead of falling off from the pre-Christmas totals, returns stayed at high levels week after week. During the closing week of the sixth month, the returns are "just as high as during any previous week of the campaign," the company states—somewhat to its own astonishment.

Fosters Repeat Sales

Almost as old as the advertising business itself is the question: "Does a premium offer make just a one-time sale, or does it actually create new, lasting business for a product?"

The answer to this question seems to be the quality and character of the products for which the premium is used. S & W, which makes a fetish of high quality, was convinced that if it could persuade housewives to try its coffee, its new oven-baked beans and brown bread, they would return to buy them another day. Apparently this conviction is being justified. The company claims to have received "thousands of unsolicited letters of praise" during the premium campaign. Here is one of the letters, from a San Francisco woman:

"I have tried your oven-baked beans and brown bread and found them to be more delicious than others. Enclosed please find 15 label fronts from S & W oven-baked beans and 15 from S & W brown bread, together with \$3.75, for which please send me 15 of the pen and pencil sets. I am giving a party and I am going to serve your beans and brown bread, and give the pen and pencil sets as favors."

A young woman in Seattle wrote to thank the company, not for the pen and pencil set, she said, but "for introducing me to S & W coffee."

Apparently the grocers liked the offer too. Some invited their customers to leave their quarters and S & W key-strips and label-fronts with them; and then went to the trouble of ordering the sets for them. One such dealer sent in an order for 45 sets for

his customers. Others are mailing in orders for 20 or 25 sets for their patrons. To date several hundred thousands of the sets have been distributed.

The 1941 advertising activities of S & W include, in addition to indefinite continuance of the successful premium offer, the outdoor poster showings. Newspaper media will in-

clude half pages in full color in the Hearst "Big Four" newspapers, Sunday editions; full-page, full-color advertisements in *This Week* in Sunday editions of Pacific Coast newspapers; special full-color half-pages in the Pacific Comics groups of newspapers; and full-color pages in *Sunset* magazine.

Wacky Ideas That Make People Stop—and Look—and Buy

(Continued from page 23)

production for Christmas, and its essence is to devise something that will stop people, and call their attention to current merchandise.

For school things in August it may be the "Back to School" kids, boy and girl, puppets half life size, made of loofah. For a western store in Winter, it may be a desert scene, made entirely of painted weeds and shrubs, which is suggestive of desert resorts that lure the Westerner after the holidays.

A couple of seasons ago, there arose a vogue for Polynesian things, and Mr. Gast discovered the straw champagne bottle cover. First, he made Polynesian huts from it, buying the covers by the thousand. Then he built a champagne bottle tree, with stalk, branches and flowers all made of the straw. From that, he went on to building straw bird houses, a block of wood for floor, a painted bottle cover with a door for the house, and a raffia loop to hang it up away from cats— atmosphere for the bird-and-pet department. Then the South Seas influence struck the cocktail bars, and he used champagne cover straw for hula skirts, thatched huts, palms, flamboyant flowers.

For the cherry blossom festival in Washington, D. C., he made miniature cherry trees by the hundreds, some the height of a person, for store windows, and small ones for souvenirs. The trees were wire, and the blossoms "rocket flowers," from South America, 5,000 to the pound.

For another store festival, he furnished coral wreaths up to 40 feet diameter—the "coral" was table salt, crystallized on bases, half a ton for the job.

Not all Mr. Gast's productions are fantastic, for more of them appeal to the sense of beauty, but the moral of all is the same. That at the point of sale you can do something to get people into the spending mood, and the idea for whatever you do will generally be found in what you want to sell.

"Go into any store," he challenges; "pick out a dozen products, bring them here, and we will develop point-of-sale material from the product. Let it be a food market, a drug store, a hardware store, a clothes shop.

"Let's see what you have. You picked out foods—a jar of marmalade, a can of salmon, a bag of dog biscuits, a pound of coffee. Marmalade is made of oranges—we have turned out thousands of miniature oranges to create atmosphere for citrus fruit and products. Salmon suggests Alaska, glaciers, swift cold streams, pine forests—or a comic fisherman. For dog food, why not a pair of loofah mutts, one fat on the product, the other woe-begone because he doesn't get it? Coffee lends itself to beauty treatment in miniature coffee trees, a comic coffee-picker, the appeal of appetite, coffee in the cup."

Mr. Gast finds the majority of his customers among people who have to sell at point of sale—department managers with Spring goods to move against unfavorable weather, food and beverage dispensers who want to put patrons in the spending mood, entertainers who want to create a jovial atmosphere.

He believes that point-of-sale people are more alert to possibilities than manufacturers, because they have more direct contact with the public, and know that a little additional prankishness, beauty or novelty gives them the final push into the mood for spending money.

"In the stock of a food market, drug or department store, probably not more than five items in every 100 carried, are featured," he says. "These are usually the seasonable things, the fashionable things, the specialties. The other 95 items are carried right along, they sell right along—but suppose the manufacturer made special efforts in their behalf, supplied the display material to give them the final push? Only the manufacturer is going to do this. The retailer can't be bothered. But if display material is supplied, and

nts into the store scheme, it will be used."

Mr. Gast believes that the wholesale container of the future will have more of this display value. At the moment he is working on a job for a concern whose product is made partly of South Seas materials. Two dozen units are packed in the wholesale container, and this is being designed so that, when it is opened up, there will be a South Sea island scene, with hula-hula gals in straw skirts, on the beach, among the palms. The dimensions are little larger than those of an ordinary wholesale carton designed for standing on the counter. The cost will be within bounds for such a package. And when empty, it can be given away. The trade package of the future will not only be different in this way, but will be changed frequently, to take advantage of the public's liking for novelty, he says.

"Trash" by the Ton

Because Mr. Gast uses materials generally regarded as trash, he is always being written up as the fellow who can make money out of the weeds in your backyard; the news reels rate him high in pictorial interest.

The fact is, his creations would be just as striking if he used conventional materials, but he started making people wonder at what could be done with weeds, twigs and feathers, and the novelty never wears off.

So, the raw material end of his business runs into tons of stuff that nobody else has any use for, and in California he keeps two men busy collecting different materials, right through the year, each kind having its proper season. They sell him, by the pound or the bunch, such things as wild grasses, yucca stems, lotus pods, palm fibre, leaves, seeds, dried flowers, acorns, eucalyptus pods, wild oats, bark, mountain laurel, cactus, pine cones, everlasting flowers, tree trunks and branches, vines. Beside the regular materials, they are always bringing in novelties, which suggest new ideas.

From Florida, Kansas, Wisconsin, the South Seas, Latin America and Europe, come other materials, either gathered for him alone, or bought in regular trade channels, such as cork, tinsel, pigments, fibres, textiles, sponges, and bales upon bales of the "goofy loofah."

The loofah is really the dishrag gourd, grown large in a warm climate. It is grown or gathered in Egypt, Japan, Texas or Oklahoma, and after retting, to remove the gourd, leaves a fibrous center, which is pressed, dried and baled, a couple of thousand to the bale, different sizes. At the factory,



* Business takes wings! *

Do you remember when a New York business man, going to the Pacific Coast and back, counted nearly two weeks' time lost in traveling?

Today, swift United Mainliners soaring through starlit skies bring Pacific to the Atlantic overnight!

Straight across the heart of the nation cruise these giant planes, along the Main Line Airway. This is the strategic route selected by the United States Government for the country's first coast-to-coast airway. On it are some of the nation's greatest industries,

largest markets, chief population centers, main defense plants.

Because United flies this business artery, 80% of United passengers are business men! They cut days to hours, multiply their abilities, and travel in luxury and ease—via United.

Look to the Main Line skies—for business! Your travel agent, hotel, or United office will handle reservations.



UNITED
Air Lines

THE MAIN LINE AIRWAY FOR PASSENGERS, MAIL AND EXPRESS

they are soaked to plump them back into shape, and then cut with scissors to make fish, animals, puppets—all sorts of effects.

To make a comic fisherman for canned salmon, the head would be formed, the face tinted, and given small flowers for eyes, raffish palm fibre for hair. Loofah body, arms and legs would be added, all on a wire skeleton, and the fisherman would get a floppy hat (champagne bottle straw), a pole, line, hook, sinker and pipe, all made from other "trash." As he stood, complete, he might cost a couple of dollars, or ten to 20 dollars, according to size and display purpose. In the higher brackets, there might be only one of him, made for a food convention, and in the cheaper sizes, he could be brought down to a manufacturer's display budget, and made on an assembly line.

Sometimes Mr. Gast uses the product itself, as was the case with his "straw hat lotus," designed for a retail store in the men's straw hat season. There were flowers on this goofy tree, made of woven straw beach hats, shaped to look like lotus blossoms, with dried lotus seed pods for centers. The flowers were colored from lemon to cerise.

Materials for this factory are in bewildering variety, every day somebody

is bringing in some new discovery in trash, and after the stuff is bought, it represents money, and has to be warehoused like any other industrial material.

Some things, like wild grasses, must hang several months to dry, must hold their shape, and not be too dry when wanted for use. Flowers are cured with their heavy heads down, to hold their forms; seeds and nuts have to be protected against rodents.

Mr. Gast buys ground mica by the ton—it is one of his most flexible kinds of "snow," among them table salt, corn flakes and other things, used in various ways. Silver paint is another heavy item, much of it used for silvered eucalyptus leaves, which he has made a staple display material, under his trade name "Ucaleaf." Tons of it go out every year, because display artists have found it an extremely flexible material.

Mr. Gast keeps three salesmen traveling over the country, visiting customers, discussing their future sale plans, and reporting to Hollywood, and he is constantly entering bids for display jobs that are to be awarded to the best bidder. That is not the lowest bidder, however, but the highest. The bids are entered, not in dollars, but in ideas. The bidder with the biggest and best ideas lands the job.

Iron Fireman's Wizard Sales Kit: An "All-in-One" Sales Training Plan

(Continued from page 20)

reason is simple. What we see in its true physical aspects we understand best and appreciate most."

While the pages of testimonials in the kit are sufficiently convincing to some prospects, others must see the thing itself to be completely sold. This may be done by showing a nearby installation, or it may result in a trip to the showroom where parts, cut-away sections, details are visible in addition to the complete machine.

Because the demonstration is that of an Iron Fireman, regardless of what form the demonstration may take, it is evident that this phase meshes so closely into the "why an Iron Fireman" stage that the product becomes a natural part of demonstrating automatic, coal heat.

The remaining three-quarters of the Sales-Pac present features, controls, the factory, list of installations, engineering. The Pac lives up to its creators' intent to furnish the salesman with every fact which, directly or remotely, might influence a favorable decision. Page after page of keynote thoughts,

expressed in few words and simple illustrations, start with "Why an Iron Fireman Gives You More for Your Money." The proved principle of reasoning from the known to the unknown crops up frequently. For example: "These two watches (illustrated and priced \$50 and \$1.98) are of the same size, shape and appearance. They both run when you wind them. But there is a difference." This same principle of comparison is used between vacuum cleaners, cast iron frying pans vs. steel, and other familiar objects.

Picturing two coal burners, the Pac states in 36-point type: "These two automatic coal burners may be the same size, and the same general shape. They both convey coal to the furnace. In all these cases the big difference lies in what the manufacturer has put into the product in materials, workmanship, accuracy and knowledge gained by years of research and manufacturing experience. . . ." Such comparisons lead inevitably, of course, to the answer to a question posed by

the Pac: "What Makes an Iron Fireman Worth More?" Thus throwing the conference wide open to brass-tacks selling talk.

Feature after feature, details of controls, responsibility and experience of the company are marshalled logically in order. The Pac has a page on which the answer to almost any question is visualized, usually by picture as well as words. Allowing for supplementary material which the individual salesman may have proved for himself, the average Pac holds about 150 such pages, an encyclopedia of stoker selling, in simplest, primer terms.

Given such a text, a man with the will to sell, fortified by average personality and the ability to concentrate mildly, could teach himself to sell Iron Firemen over a few weeks. The number who will concentrate on home study, alone, is few compared to those who absorb better in competition with other students. Hence, whether in dealer salesroom or factory class a "Professor of Automatic Coal, Iron Fireman Heat" leaves nothing to chance as he pores over the pages of the Sales-Pac selling kit-text with his trainees.

4-Word Formula for Close

Even such a packed Sales-Pac cannot result in business unless the salesman asks for it. Iron Fireman stresses repeatedly the necessity for taking prospects over sales hurdles completely, one at a time. Having drilled the salesman in that procedure, the company compresses into four terse words its entire formula for the "close," which is *Ask for the Order*.

With such training, salesmen usually go into the field to cut their teeth within a maximum of two weeks. Experience has shown that a minimum ten calls a day, carefully reported, is necessary to success. Based on its own experience the company recommends that all dealers' salesmen receive a drawing account in early stages as an economic necessity.

The problem of keeping these men, who have made the grade, in condition to improve their sales constantly is met by weekly sales meetings in which the finer points of the Sales-Pac furnish the themes. To that extent they are standardized. As in any other organization, the atmosphere and tempo of the meeting is set by the personality of the leader. Practically every sales director has certain favorite strings which he likes most to pluck. But in the case of Iron Fireman the result approaches national harmony because identical instruments, the Pac, are in use throughout the country.

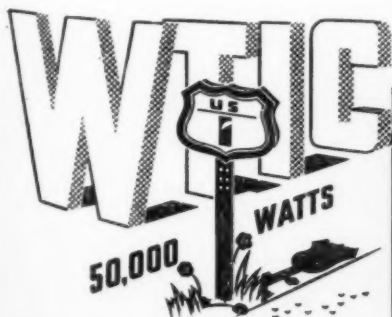
Summer
Activity

MEANS
EXTRA PROFITS
FOR YOU IN
THE NATION'S
WEALTHIEST
MARKET

America's No. 1 Market* is America's No. 1 Vacationland as well. And this year, more than ever, this beautiful area will be a mecca for vacationists from all parts of the nation. Take full advantage of this increased buying power. Use WTIC . . . the one medium which will reach all these people.

The country's wealthiest* market and that market's foremost selling force is a combination not to be missed! So why not make plans to let WTIC put your message across in Southern New England as so many national advertisers are already doing?

* 1940 Income Figures of Division of Industrial Economics of the Conference Board.



DIRECT ROUTE TO AMERICA'S NO. 1 MARKET

*The Travelers Broadcasting Service Corporation
Member of NBC Network and Yankee Network*

Representatives: WEED & COMPANY, New York, Chicago, Detroit, San Francisco

Business-Consumer Relations

Consumer Movement Will Be "As Usual," Even Though Business Isn't; How Manufacturers Can Forestall Consumer Resentment Over Rising Prices

IT is plain that as the intensity of the national defense effort grows, business is faced with the necessity of an increasingly vigorous program of activity in the field of consumer relations if it is to safeguard its position during the war emergency and assure its place in the country's economy after the present era of conflict has passed. There can hardly be doubt that the plan on which the nation's defenses are being built gives almost equal importance to military preparation and consumer protection. Business will find itself in a dangerous spot if it fails to recognize that fact and gear its consumer activity accordingly. The seriousness of the situation does not permit of any casual approach or half-hearted gestures.

That national defense and consumer protection are simultaneous goals is shown by the recently issued pamphlet, "Defense and the Consumer," prepared by the Institute for Consumer Education, and distributed by the Public Affairs Committee, Inc., 30 Rockefeller Plaza, New York, N. Y., with the cooperation of Miss Harriet Elliott, Consumer Commissioner, Office of Price Administration and Civilian Supply. This publication shows the pattern to be followed for economic planning that is intended to carry beyond the present emergency. It does not, however, offer any real difficulty to business, except insofar as business permits itself to be indifferent to the rapid march of developments in the consumer field.

Price Question Urgent

Sharply emphasizing the place consumer protection has in the national defense program was the Defense Conference on Consumer Goods, held in Washington the second day of this month. The meeting had to do with both production and prices, but stress was laid on the latter, which from the beginning of the war emergency held every promise of being the most serious question confronting both business and consumers in the domestic picture.

As was expected, prices in many lines have shown increases. Consumer complaints are being heard, and the machinery for consumer protest has been well provided. Warnings of governmental price controls are given almost daily. Here, then, is the most

urgent subject with which consumer relations can concern itself. The story of prices should be told.

It is probably impossible that with the tremendous demands on production, and with increased labor and other costs, many prices can be prevented from upward trends. Business may exercise admirable self-discipline, but in spite of it many commodities may prove more expensive to consumers. To whatever limited extent

than any other source to provide price data to consumers. It has first hand, intimate and complete facts. And there are many avenues through which it can get these facts in simplified form to its customers. Existing consumer groups will be glad to have the information to be passed on to members; schools and colleges can use the data as study material. Each business and industry can have its consumer committee; price forums can be held. And, of course, in the case of packaged goods, it is an easy matter to include price information. The vital thing is to reach the consumer with the facts, whatever the methods employed, because there is dynamite in the price situation. But even if that situation does not become acute, consumer education in the matter of prices will bring its reward to business.



THREADCOUNT: 70 warp and 62 filling yarns per sq. in. (the more threads per in. the more wear)

BREAKING STRENGTH: Warp 62 lbs. per in. . . . filling 58 lbs. per in. (the greater strain a fabric takes—the greater service you may expect)

WEIGHT AND SIZING: Weighs 4.3 oz. per sq. yd. . . . 6% sizing

SELVAGES AND HEMS: Wide tape selvages . . . well stitched hems, hand torn to insure evenness after laundering

Woven size tabs for convenience—all figures are average.

This is the type of label suggested by the National Consumer-Retailer Council, Inc.

NUMBER • TORN SIZE BEFORE HEMMING


SOLD ONLY BY SEARS, ROEBUCK AND CO.
1-12998 1-41

Latest convert to informative labeling is Sears, Roebuck & Co., which adopts this type of label for three price lines of sheets, 14 different brands of towels. Brief explanatory copy interprets scientific data.

prices go up, governmental controls are expected to be stronger.

It can be expected, too, that the onus for advances will be placed on business. That can result in consumer resentment which will be the signal for a tightening of governmental regulations, unless the consumer is kept informed constantly by business about price trends, and all the factors that make up the prevailing price structures. This information should not reach the consumer through partisan or biased channels.

As is the case with all consumer information, business is better equipped



"RIVIERA"

Here is the smart, mercerized rope-style border you've admired on higher priced towels. Woven on special Dobby looms. Long English-type loops . . . quick to absorb. Washfast colors.

NO. 8267
SIZE 22x44 in.

QUALITY SPECIFICATIONS

Weighs 8 oz. per sq. yd. and absorbs 30 oz. moisture per sq. yd. There are 374 loops and 103 yarns per sq. in. (warp 69, filling 34). Warp yarns resist 45 lbs. strain—filling yarns 35 lbs. per in.

All figures are average

This is the type of label suggested by the National Consumer-Retailer Council, Inc.

SOLD ONLY BY
SEARS, ROEBUCK AND CO.
21412-9

Although it has been indicated that "business as usual" is not to be the slogan during the war emergency, the "consumer movement as usual" is very definitely the order. This, of course, governmental activity evidences, but it is also the purpose of consumer leaders and educators. While proof was not necessary, ample demonstration of the fact was given at the third national conference on consumer education held last month at Stephens College, Columbia, Mo., under the sponsorship of the Institute for Consumer Education.

Attended by fewer numbers than registered for the two preceding meet-

SALES MANAGEMENT

ings, generally free of the anti-business sentiment that previously prevailed, the conference showed the vitality of the consumer movement and that consumer education leaders consider it an established and permanent force. Business should take note of this.

The finality with which the conference regarded the ultimate adoption of compulsory standards and grades for consumer goods, and its similar feeling with reference to the creation of a Federal Department of the Consumer, should also be impressed on business.

To those who have had their fingers on the pulse of consumer leadership, this attitude is not new; but many business leaders apparently either have not sensed it or have discounted the growing sentiment for these consumer goals. And all the while a carefully planned governmental program for standards and grades has been under way, and a Department of the Consumer has been gradually taking shape. With both seemingly inevitable, the more alert business elements are realizing now that a well informed consumer constituency, developed through an adequate consumer relations program, will largely provide the business support necessary to prevent these developments operating against the producer and consumer interests.

What Are Business' Views?

Certainly, there is much that is inherently good for business and consumers in the formulation of standards and the establishment of grades, and much that could serve the interests of both in the unprejudiced functioning of a Department of the Consumer. The views of business on these matters, however, have not reached consumer leaders.

What are the ways in which standards and grades can work to the disadvantage of consumers and to their advantage? In what ways can a Department of the Consumer perform a dis-service as well as a service to consumers? How can such consumer protection moves advance the consumer interest, but injure the producer interest of consumers?

These and like questions, answered in all fairness, avoiding a controversial attitude, supported by facts and handled with a sincere desire to arrive at conclusions equitable to all, will make an impression on consumer educators and leaders and aid the cause of business.

Consumer education material of this kind, as well as that which deals with commodities and services, prepared in an acceptable manner, will find ready welcome in schools and colleges and by consumer groups. This was indi-

**Third
Largest
A.B.C. Recognized
Home
Delivered
Circulation
In the United States!**

58%

—of Detroit's SKILLED
factory workers READ
The Detroit Times.

82%

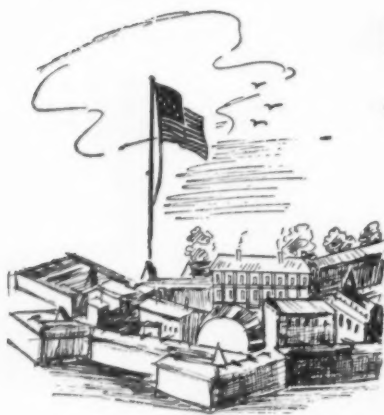
—of Detroit's Factory
EXECUTIVES READ
The Detroit Times.

*A "Must" on Every
Advertising Schedule
In the Detroit Area.*

**The
DETROIT TIMES**

REPRESENTED NATIONALLY BY THE
RODNEY E. BOONE ORGANIZATION

BALTIMORE INSTITUTIONS:



FORT McHENRY

Birthplace of
"The Star Spangled Banner"

and

WFBR

MARYLAND'S PIONEER
BROADCAST STATION

WFBR, owned and operated by Baltimoreans and for Baltimoreans, has been a part of the Baltimore tradition ever since there was such a thing as radio.

The acceptance of WFBR as a local institution gives your advertising on WFBR more "pull."



NATIONAL REPRESENTATIVE
EDWARD PETRY & COMPANY

ILLUSTRAVOX

The MASTER
SALESMAN

HERE is the accepted modern sales tool . . . proved by more than 200 leading firms (like Goodyear, Ford, Chrysler, Montgomery-Ward, Westinghouse, Metropolitan Life, etc.) who are using over 35,000 Illustravox machines.



Model 108-A, the Lightest Weight Illustravox, for group presentations . . . other models for audiences up to 1,000.

● Here's the surest way to increase your business NOW. Illustravox provides a slide-film picture presentation of your sales message accompanied by recorded music and voice—dramatic, convincing, attention-compelling, resultful! All this at a fraction of the cost of sound movies!

● Not only is Illustravox the master salesman . . . presenting your sales message exactly as you want it told . . . but it will also train better salesmen faster and at lower cost than other methods. Illustravox, your best investment, NOW! Details on request!



ELECTRO-ACOUSTIC PRODUCTS DIVISION OF
MAGNAVOX

FORT WAYNE, INDIANA, U.S.A.

cated clearly at the Stephens College conference. But consumer educators are critical of business-originated consumer material, and this imposes on business the necessity of producing literature of textbook calibre.

The comments of this department have dwelt frequently on the value of properly prepared consumer education material, and the expressed sentiments of the conference last month should inspire business to increase its cooperation with teachers and leaders in getting to schools and groups usable literature on industry and its products. This should be made one of the first consumer relations jobs to be accomplished by business.

Long before the war emergency, it was seen that the next great economic development in this country would be in the field of distribution, and it is manifest that this development is well under way.

One of the signs, of course, is the demand for and the acceptance of the informative labeling idea, about which so much has been heard and so much will be heard. Consumer leaders have been gratified at the eagerness with which the more far-seeing business elements have responded in this respect.

Since it is held that informative labeling not only benefits the consumer, but is also a sound business practice, it is expected that closer attention will be given to labeling by an increasing number of manufacturers and distributors. In recent months several labeling programs have been announced by leading manufacturing and retail interests, and other programs are in the making.

Sears Adopts Labels

The latest to be announced, with the approval of the National Consumer-Retailer Council, Inc., is that of Sears, Roebuck & Co., which has adopted informative labels for sheets and towels. Each label, small in size, and illustrative of the practical use of such markings, tells what the product is made of, how it is made, and how it can be expected to perform.

The sheet labels, for example, give thread count in terms of warp and filling yarns per square inch, breaking strength for warp and filling, weight of the sheets in terms of ounces per square yard, and sizing. Brief explanations are given on the labels of the significance of the technical data.

The labels will be used on three price lines of sheets and on 14 different brands of towels, thus enabling the consumer to compare values on a quality basis.

For several years there has been talk of a platform on which business and

consumers could meet for mutual advantage, but there was always the question as to who, or what organization, should draft the document. It was recognized, first, that some declaration of principles was necessary if a framework for business-consumer cooperation was to be constructed, and second, that such a declaration must get its inspiration from reciprocal respect and confidence between business and consumers.

Business made no move in the matter, but in 1939 consumer representatives on the National Consumer-Retailer Council, Inc.—the American Association of University Women, the American Home Economics Association and the General Federation of Women's Clubs—presented their idea of a platform before the business-consumer relations conference held in Buffalo by the National Association of Better Business Bureaus.

Not much enthusiasm was shown for the proposed platform, because, whatever its merits, it failed in one basic and important respect: It did not provide for a meeting of consumers and business as equals, but made the consumer the arbiter and thus did not lay the ground for mutual cooperation. However, the Committee on Business-Consumer Relations of the National Better Business Bureau has taken some of the ideas of that platform, and merging with them the ideals and policies of outstanding businesses, has brought out a declaration that recognizes business and consumers as equals and offers a formula for their friendly and mutually helpful cooperation.

The Bureau's platform as it now stands could well be adopted by all business, and it is believed that the majority of consumer leaders would be in full accord with it. Copies may be obtained from the Bureau's offices in the Chrysler Building, New York.

Statesmanship in Business

A noteworthy step in the direction of better consumer relationship, and one which shows that there can be statesmanship in business as well as in government, is the 1940 Annual Report to Stockholders issued by the General Foods Corp. Presented in a new and unique form, the report is a human informative publication.

This department will be glad to answer inquiries regarding the consumer movement and business-consumer relations. Address: Editor, Business-Consumer Relations Department, SALES MANAGEMENT, 420 Lexington Avenue, New York.

MAY 15, 1941

Advertising Campaigns

(Continued from page 21)

Advertisements preceding Memorial Day and the Fourth of July emphasize the free check-up service offered in preparation for holiday and week-end trips.

Outdoor advertising will include 24-sheet posters for gasoline and motor oil on more than 4,600 panels on important highways and in large cities; 5,000 approach signs telling of clean rest room service; and curb signs at the more than 23,000 stations.

Farm advertising for tractor fuel, gasoline and motor oil will appear in

26 farm papers with a combined circulation of more than 4,400,000; while trade advertising for industrial lubricants and candles, spray and other specialty products will appear in 50 publications with a combined circulation of 900,000.

Direct mail will promote gasoline, motor oil, fuel oil, candles, spray, polish, Atlas tires, batteries and accessories; credit cards and other products and services. There will also be house organs, such as the monthly "Standard Service News" for dealers and "Standard Truck News" for agents.

Agency: McCann-Erickson, Chicago.

EQUIP YOUR MEN

WITH

BURKHARDT ZIP-A-KITS

Illustrated Prong
ZIP-A-KIT With
Metal Open



PRONG or RING ZIP-A-KITS underarm kits, carrying cases. In stock or custom made to your requirements.

FOR CARRYING: Catalogs, Price Sheets, Sales Literature, Bulletins and Samples.

WRITE for Our New, Detailed Catalog No. 25-S

THE BURKHARDT COMPANY

545 Larned Street, W. • • Detroit, Michigan



Luxury keynotes the Callaway salon. Towels are shown in illuminated wall niches. Large hassocks serve as seats.

Callaway Tests Products and Policies in Retail "Laboratory"

FOR years executives of Callaway Mills, La Grange, Ga., have believed that bathroom textiles—towels, bath mats and rugs—could be sold as high quality and even as luxury merchandise. The towel could and should be glorified, they reasoned—but how? They decided to find out how, from the consumer.

Last December the company opened the Callaway Towel Salon, on Miami Beach's famous shopping street, Lincoln Road. Designed by Alfons Bach, the salon is a handsome setting for towels and other Callaway products. It serves several purposes, in addition to the primary one of "glorifying" those products. It provides ideas for consumers, decorators and merchants. It also gives the firm valuable contact with consumers and a chance to study their towel likes and dislikes. The salon was opened last December 15, closed for the Summer on May 1, and will reopen again next Winter.

R. S. Bush, of Calloway's sales promotion department, is in charge of the salon. "The experiment has given us much useful information," he told SM. "We have learned that towels can be sold as impulse items. They are popular as gifts; about 70% of our sales here have been gift-wrapped. Our price range in towels is 79 cents, \$1 and \$1.50. It's nearly as easy to sell the monogram with the towel as

it is to sell the towel alone, though the monogram adds nearly 100% to the price.

"We have also learned that men like *big* towels—as big as sheets if they can get them. Our sales have been almost 100% in color. Turquoise, dusty pink and blue are the most popular colors. But the best thing we have discovered is the enthusiastic consumer response to bathroom ensembles—bath towel, guest towel, wash cloth, terry cloth mat, tufted rug, and lid cover, all matching. We even added window and shower curtains, and all except one line were sold out by March 15. We had thought that women would appreciate being

able to buy *all* the textiles needed for the bathroom in matching colors and patterns, in one department, to save the time and energy needed in assembling such sets from several departments; and that hunch was right.

"We were gratified, too, at the large number of visitors who asked where our line might be purchased in their home towns."

Lincoln Road is a style center for clothes for men, women and children. There's a camera shop on it. There are two toy shops, numerous jewelry stores, drug stores and restaurants, and the famous Exotic Gardens, a flower-lover's dream of a florist shop. But so far as we know, no textile manufacturer except Callaway Mills has taken space there.

On Lincoln Road the Callaway salon stands out, with its 70-foot frontage, all glass, permitting a view of the circular interior; its dusty pink upper walls and pale yellow lower walls and fixtures; its green and dusty rose rugs; and the big Crompton & Knowles loom which actually weaves tapes. The establishment remains open until ten o'clock at night, and, according to Mr. Bush, an average of 900 people visited it daily during the season, many of them big names in the mercantile world.

The salon has merchandise for sale, but it also offers entertainment to pleasure-minded tourists. Biggest attraction is the Crompton & Knowles tape loom (chosen because it is comparatively quiet in operation). It is plainly visible through the window. During the season it was operated at frequent intervals throughout the day and evening, turning out linen tapes, cut in sizes suitable for bookmarks. On each pink tape the words, "Calla-



In window displays these little moving figures dye yarn for towels, weave, make monograms, etc. They add action and gaiety to exhibits.



NOW YOU CAN HIT THE

Payroll Peaks in **PITTSBURGH**

Almost 600 alert advertisers eagerly await this priceless monthly calendar. If you'd like to be on our FREE mailing list, just drop us a line.

Pittsburgh
Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

MAY 15, 1941

[85]

way Mills—Miami—1941," are woven in black letters. These tapes were distributed as souvenirs to visitors, and it was apparent that visitors prized them in some degree, for not once did the management discover a discarded tape on the floor or outside of the building.

The store's 70-foot window frontage serves several purposes. Displays, changed each month, were sprightly and amusing — "stoppers," causing strollers to pause and study them, and often to enter the store. But they were also educational, showing the various steps that enter into the production of towels. At one period during the Winter the display space was devoted to the "Story of Cotton," with figures created by Alfons Bach enacting life on a cotton plantation. A second display showed the artist, presumably Mr. Bach himself, working at the selection of colors from beakers and jars. Others depicted the testing

bureau and dyeing processes, the center of interest in the latter being a big iron boiler over what appeared to be a real fire, with "steam" (from concealed dry ice) issuing from the boiler. Part of the success of these displays should be credited to devices providing animation.

The story behind the displays was also told in amusing verses written on palette-shaped cards. These personalized the Bach figures, with such phrases as, "We're Callaway Cottons — expressive, creative" . . . "How deftly we work" . . . "I'm Alfons, the able artist — Matching colors is my glory," etc.

Reactions of consumers who visited the salon provided valuable information not only for Callaway in styling its line, but also for company and retail salespeople. Trade paper advertising, through Grey Advertising, Inc., New York, has consistently featured the salon in copy.

board include Atherton W. Hobler, retiring chairman; William Reydel, vice-president, Newell-Emmett Co., New York; Leo Burnett, president, Leo Burnett Co., Chicago, and Edward Lasker, vice-president and general manager, Lord & Thomas, New York.



Guy C. Smith . . . succeeds Hobler as AAAA Chairman.

The following board members were elected to represent their respective councils for a one-year term: New York Council, D. E. Robinson, general manager, Federal Advertising Agency, Inc., New York; New England Council, Harold Cabot, president and treasurer, Harold Cabot & Co., Inc., Boston; Atlantic Council, M. E. Goldman, partner, Aitkin-Kynett Co., Philadelphia; Central Council, John M. McDonald, treasurer, Buchen Co., Chicago, and Pacific Council, William H. Horsley, president, Pacific National Advertising Agency, Seattle.

ADVERTISING AGENCIES



Guy C. Smith Heads Four A's

Guy C. Smith, executive vice-president of Brooke, Smith, French & Dorrance, Detroit, succeeds Atherton W. Hobler, president of Benton & Bowles, New York, as chairman of the board of the American Association of Advertising Agencies. Mr. Smith was elected to the post at the agency group's annual convention in Hot Springs, Va., May 1.

In accepting the chairmanship of Four A's, Mr. Smith pointed out to agency members assembled that the expansion of production facilities resulting from the defense program will place an important task upon advertising — "the most important task in its history."

"The end of the war," he said, "will find America with a production capacity far beyond anything previously dreamed. And it is my belief that if this capacity is to be constructively used for the benefit of the people as a whole, it will be because production, flow and the use of consumer goods are stimulated by advertising in

volume and power far beyond anything seen in this country before."

Mr. Smith, who with Bruce Barton, president of BBDO, acted as co-chairman of the Hot Springs convention, has long been prominent in A.A.A.A. affairs, having served as both secretary and vice-president of the organization. He has been active since 1913 in the management of Brooke, Smith, French & Dorrance and for many years has been a director of the National Outdoor Advertising Bureau, Inc.

John Benson, who was elected in 1940 for a four-year term, continues as president of the American Association of Advertising Agencies, and Frederic R. Gamble as managing director.

Other officers elected are B. B. Geyer, president of Geyer, Cornell & Newell, New York, A.A.A.A. vice-president; Wilbur Van Sant, president of Van Sant, Dugdale & Co., Baltimore, secretary; and E. DeWitt Hill, vice-president of McCann-Erickson, Inc., New York, treasurer.

New members-at-large of the executive

Advertising Under Fire

With periodic campaigns for food savings, war bonds, air raid protection, health precautions and calls for Royal Air Force volunteers, the British Government is the largest single advertiser in Great Britain, according to Michael Stiver of the J. Walter Thompson London office who recently returned to this country.

Manufacturers, particularly food manufacturers, continue to advertise even though there are no sales problems in their industries, in order to keep their names before consumers, Mr. Stiver pointed out.

Publications have been reduced in size but surveys conducted by the agency show that they are read more thoroughly than before the war, owing to the lack of movies and the necessity of spending long hours in air raid shelters. Acute scarcity of newsprint has forced publishers to eliminate waste circulation, Mr. Stiver said, and it is not unusual for a copy of a newspaper to be thoroughly read by the recipient and then passed along to friends. . . . Newspapers even publish requests that this be done.

The agency has followed the policy of many British business firms in decentralizing its large office. Various Thompson production units are now scattered in three parts of England, one in London, another near Oxford and a third in Manchester.

Four A's Study to Refute Consumer Claims

The American Association of Advertising Agency's Committee on Consumer Relations in Advertising, will issue shortly the findings of its recent research studies which, to a large degree, refute the contentions of consumer spokesmen that advertising is not informative. Announcement of Four A's intentions to make the studies public was made at the group's annual convention in Hot Springs early this month.

Highlights of the investigation were re-



WDAY for the Red River Valley

FARGO, N. D. • 5000 watts • NBC

Ask your Agency to ask the Colonel!
FREE & PETERS, Inc., National Representatives

vealed at the convention during the course of an address prepared by Allen L. Billingsley, president of Fuller & Smith & Ross and delivered in his absence by William Reydel, vice-president of Newell-Emmett Co.

Agency Notes

Lennen & Mitchell, Inc., New York, has been elected to membership in the AAAA.

* * *

Eleanor Kairalla, for the past five years advertising manager of Nestle-LeMur Co., manufacturers of hair preparations, has opened her own advertising and merchandising firm in New York.

* * *

Arthur Cohn, until recently director of sales for New York Subways Advertising Co. and before that with Collier Advertising Service, has opened a New York agency to specialize in transportation advertising. The firm name will be Arthur Cohn & Associates.

* * *

Transamerica Advertising Agency Network will hold its second annual convention in Chicago's Palmer House, May 28-30. Weidel Co., New York, and Terry Tebault & Dalrymple, Portland, recently joined TAAN, bringing the membership of the network to 13.

* * *

Dorset House will issue in June a book by Henry Woods, director of publicity for McCann-Erickson, New York, entitled "Profitable Publicity." The book is based on Mr. Woods' 15 years' experience in handling promotion and publicity for national organizations.

* * *

Victor van der Linde, for several years sales counsel for the National Broadcasting Co., has formed Victor van der Linde, Inc., New York, an advertising agency.

Men and Jobs

Milton Burgh, former news editor of the special events division of the National Broadcasting Co., has joined the New York office of Tracy-Locke-Dawson as director of radio.

Mary Dunlavey has been appointed radio space buyer of the New York office of Erwin, Wasey & Co., replacing John Schultz who has been called to active service. Miss Dunlavey has been with the agency for the past year and a half.

L. E. McGivena & Co., New York, has announced the appointment of Douglas Taylor as vice-president of the agency. Mr. Taylor is a former vice-president of Printers' Ink Publishing Co.

Paul R. Baugh, executive vice-president of Blaker Advertising Agency, has also joined Erwin, Wasey "in an executive capacity."

Ethel Harris Gregory, former radio writer with Lord & Thomas and Ruthrauff & Ryan, has joined the radio department of Sherman K. Ellis, New York.

William J. Griffin, Jr., for the past five years copy chief at Lord & Thomas, New York, on the American Tobacco Co. account, has returned to the New York office of Erwin, Wasey & Co. as a vice-president. Mr. Griffin left Erwin, Wasey in 1930 to

join J. Walter Thompson Co. where he remained for three years.



William J. Griffin, Jr. . . . returns to Erwin, Wasey.

Western Advertising Agency, Chicago, has appointed Kenneth W. Sickinger as head of its retail merchandising activities and Charles Dilday as manager of the agency's radio department.



R. F. Field . . . will manage Campbell-Ewald's Chicago office.

R. F. Field, vice-president of Campbell-Ewald Co., Detroit, and son of the late Eugene Field, has been appointed manager of the agency's Chicago office. For the past several years Mr. Field has been located in the Campbell-Ewald New York office.

Pedlar & Ryan, New York, has announced the appointment of the following as vice-presidents of the agency: E. C. Bradley, D. K. McClifford, and A. E. McElfresh, account executives; Frank R. Coutant, director of research; and Gregory Williamson, director of radio.



Kenneth Collins . . . joins Arthur Kudner as an executive.

Kenneth Collins has resigned as assistant general manager of the New York Times to join Arthur Kudner, Inc., in a general executive capacity. Mr. Collins was at one time vice-president and publicity director of R. H. Macy & Co., New York department store, and later vice-president and director of Gimbel Brothers.

H. H. Dobberteen, head of Benton & Bowles media department since 1938, has been elected a vice-president of the agency. Benton & Bowles' radio time buying division, under the direction of George Kern, has also been incorporated in the media department.

Edward H. Pearson, formerly with the New York and Chicago offices of Lord & Thomas has joined the staff of John Falkner Arndt & Co., Philadelphia, as copywriter.

Olive P. Gately, copywriter and account representative for Batten, Barton, Durstine & Osborn, New York, has joined the Cleveland office of Fuller & Smith & Ross.

George A. Volz, vice-president and general manager of St. Louis Surfacter & Paint Co., has resigned to join Anfenger Advertising Agency, Inc., St. Louis, as an account executive. Mr. Volz was formerly advertising manager of Shell Petroleum Co.

Account Appointments

To: J. M. Matthes, New York, Skinner & Eddy Corp., to handle the advertising of Minute Man soup mixes which are being introduced in Metropolitan New York this month. . . . McCann-Erickson, New York, Trans-Canada Air Lines, to handle the U. S. advertising for the new air service between New York and Toronto. . . . Horton-Noyes, Providence, R. I., Charles Parker Co., manufacturers of bathroom and lighting fixtures.

To: Reiss Advertising, New York, Lowembaum Manufacturing Co., manufacturers of women's dresses, and Brown & Wells, Inc., to handle the advertising of the latter's men's neckwear. . . . Frank Best, New York, Jackson Buff Corp. . . . O. S. Tyson, New York, New Bedford Cordage Co., manufacturers of rope and cordage. . . . Sidney Garfinkel, Los Angeles, Wetherby-Kayser Shoe Stores.

To: Carson Brantley Agency, Salisbury, N. C., R. J. Reynolds Tobacco Co. to handle the advertising of Brown Mule chewing tobacco. . . . Geyer, Cornell & Newell, New York, Gordon Baking Co., makers of Silvercup bread. . . . Goodkind, Joice & Morgan, Chicago, Albert Specialty Co., manufacturers of photographic equipment. . . . Aubrey, Moore & Wallace, Chicago, Arnold, Schwinn & Co., makers of Schwinn-Built bicycles. . . . L. E. McGivena, New York, Farm Loan Division of Aetna Life Insurance Co.

TEST

four pieces of copy
under the same
economic, time and
geographic conditions
in one issue of



MEDIA



"All Things to All People"

On the last day of March, the Miami *Herald's* office staff moved into temporary quarters for the Summer. By September 1 the paper should be able to move into its new \$650,000 building, on its present site at 208 South Miami Avenue. Improvements have already been made in the printing plant, where eight Hoe units of new presses and two color cylinders were recently installed. With the completion of the new office building in September, provision will have been made for Miami's anticipated population expansion to 750,000 within the next 15 years.

A growth of population from the present figure of 266,000 to 750,000 seems likely enough to Miamians, a race of super-optimists given to turning mangrove swamps into choice residential sites and making them a paying investment, almost overnight. Real estate "developments," as they are called, grow so fast that the Winter visitor who spends several months in the section can see fine homes, practically mansions, surrounded by towering palm trees, on ground that was a swamp when he arrived.

But Consider Summer Circulation

It is not surprising that *Herald* executives see the future through bullish eyes, in view of the records the paper has been making. It ranked eighth among U.S. morning and Sunday papers in total (display and classified) advertising linage carried in 1940. Its total advertising in January was 1,566,740 lines (Media Records), which made it second among U.S. papers, the record being surpassed only by the *Washington Star*, an evening paper.

But the *Herald* is perhaps proudest of its growth in Summer circulation. (If you want to infuriate a civic-minded Miamian, just make the statement that "Miami is only a Winter resort.") The *Herald* has figures and charts, backed by A.B.C. figures, showing its own advances in recent years, with peak circulation in the city's trading zone in the Summertime surpassing that of the Winter peak two years earlier. For instance, the Summer peak in 1940 in the city trading zone was more than 60,000, or nearly 3,000 more than the 1938 winter peak for the area. In 1939 the Summer peak for the city trading zone had shown a corresponding increase over the 1937 Winter peak. The *Herald* claims a coverage of more than 90% of the homes in the city zone territory.

The *Herald* celebrated its 30th birthday last December 10, which makes it an old-timer, according to South Florida journalistic standards. It has weathered more than its share of dark days: The boom collapse, two hurricanes with accompanying economic woes, and the world-wide depression, which came almost as an anti-climax. But there have been no serious local disturbances since John S. Knight bought the paper in 1937, and its circulation and advertising linage have climbed sharply upward since that time.

Associated with Mr. Knight, the president, are his brother, James L. Knight, secretary-treasurer, and John H. Barry, vice-president. The *Akron Beacon-Journal* and the *Detroit Free Press* are also Knight properties, but the newspapers are run as separate enterprises—"There's no home office," as John T. Watters, the *Herald's* advertising manager, expresses it. During the last presidential election campaign, the *Herald* was independent, and the two northern papers supported Willkie.

John D. Pennekamp, managing editor, has a theory that the *Herald* news columns must be "all things to all people," since its readers form a cross-section of U.S. citizenry of all classes, rich and poor, homespun and cosmopolitan, young and old, pleasure-loving and ultra-conservative. It must bear comparison with the *Podunk County Gazette* and the *New York Times*. In striving to attain this objective, it has built a capable local staff, and it utilizes the services of the Associated Press, the United Press and the International News Service. In it appear the syndicated writings of such nationally known figures as Jimmie Fidler, Hugh Johnson, Eleanor Roosevelt, Damon Runyon, Ernie Pyle, Robert S. Allen and Drew Pearson, Westbrook Pegler and Walter Winchell. For the racing crowd, there's racing news a-plenty. There's a fat sports section. More space is devoted to night clubs and other amusements than in other large-city newspapers. But recipes, homemaking, and church news fare proportionally just as well. Its business section makes it a "trade journal" for the Miami area.

"We feel that we are a part of the community," says Mr. Pennekamp. "We give no prizes or premiums to get circulation"—but one may surmise that, editorially, a pretty penny is spent to win readers.

Many Projects for Youngsters

In keeping with its responsibility as "part of the community," the *Herald* usually has some sort of civic project under way, more often than not aimed at young people. As this is written, it's a Spelling Bee, in which school children of 12 South Florida counties are participating. Earlier this year it was a model airplane contest and meet, drawing 600 entries and an audience of 10,000. Not so long ago it was a kite-flying contest. The next big event will be a marble tournament for boys and girls, the winner to be sent to the national meet in New Jersey. The majority of these projects are designed with the secondary aim of acquainting Miamians with the facilities of the newer county parks.

The *American Weekly* is a part of the *Sunday Herald*, which, in Winter, averages about 136 pages. Tourists apparently like it, judging by the several thousand issues they send back home each week. These, in fancy wrappers, are displayed at newsstands each Sunday. The purchaser writes the name and address of the recipient on the label, pays the regular price of ten cents, and the *Herald* attends to the mailing of the paper.

Tripp Heads Ad Bureau

Frank E. Tripp of the Gannett Newspapers has been elected chairman and William G. Chandler, Scripps-Howard Newspapers, vice-chairman of the committee in charge of the Bureau of Advertising, American Newspaper Publishers' Association. Mr. Tripp succeeds Edwin S. Friendly, New York *Sun*, who retires after nine years as chairman.

The committee's membership is being enlarged by addition of two officers of the Newspaper Advertising Executives' Association, one of whom is the NAEA president, C. E. Phillips, Rockford, Ill., *Morning Star* and *Register-Republic*. Richard W. Slocum, Philadelphia *Evening Bulletin*, was elected to the committee to succeed W. E. Macfarlane, Chicago *Tribune*.

During Mr. Friendly's administration, the bureau's newspaper membership increased from 405 to 608, and its revenue and service to newspapers and to advertisers were substantially enlarged.

Frank E. Tripp succeeds Edwin S. Friendly as chairman of the Bureau of Advertising.

Photo by Continental



Mr. Tripp and Mr. Chandler both have been members of the committee in charge since 1929. They, with Col. Julius Ochs Adler, New York *Times*, composed a special underwriting committee, formed in 1939, which persuaded nearly 200 bureau members voluntarily to increase their dues over a three-year period, and which added nearly \$182,000 to the bureau's annual budget.

Good Old Summertime

In a study on "Hot Months for Radio Advertising," NBC's Blue network shows that a total of 50,000,000 radio sets—standard, automobile and portable—will be in use; "1941's available Summer audience will be larger than ever before"; about 80% of urban radio families will be "available"; Summer incomes will be good; and the Blue will have increased facilities to offer.

* * *

American Home points out that July and August are "busy months" . . . "planning months" . . . and that "guests are the greatest sales stimulators ever invented."

Radio News

Radio made big and varied news last fortnight. . . . Most important were "anti-monopoly" regulations issued by the Federal Communications Commission which, among other things, would

1. Force NBC to sell or disband one of its two networks;
2. Forbid any group from having more than one station in any community;
3. Permit stations to reject network programs which they regard as "unsatisfactory or unsuitable" or which conflict with programs which the stations regard as of "outstanding local or national importance."

SALES MANAGEMENT

Inter-Office Memos

of original cost or salability, or both—than the originals ever were.

As a corollary to product research, market research is also coming more and more into its own. The defense-war program has already changed, dislocated, transplanted, decreased or increased the markets for nearly all kinds of products and services. No one could be more currently conscious of this flux in markets than sales executives who travel the highways. More wonder, then, that this upheaval in America brings market research more and more to the fore and that an ever larger number of business concerns are spending a substantial amount of money and executive time in planning for markets and sales after the war is over.

Nothing like this went on during the period of the last war, so America is also now leagues ahead on this front.

4/26/41

Here's a clipping from
of April 20th. Are we
looking into this?
Lao

Inter-Office Memos

4/28/41

Yes. I think you've got something here - This
will call for an experienced research organ-
ization with nationwide facilities. Suggest
you get in touch with Ross Federal -
Here's their address
Jack

ROSS FEDERAL RESEARCH CORPORATION - 18 EAST 48th STREET - NEW YORK

Boston	New Haven	Albany	Buffalo	Philadelphia	Pittsburgh	Cleveland
Cincinnati	Washington	Charlotte	Memphis	Atlanta	New Orleans	Detroit
Chicago	Milwaukee	Minneapolis	Des Moines	Kansas City	Indianapolis	
Omaha	St. Louis	Dallas	Oklahoma City	Los Angeles		
Portland	Seattle	Salt Lake City	Denver			

Niles Trammell, president of NBC, pointed out that the new regulations "should have received the consideration and specific approval of the Congress."

WHERE GOOD FELLOWS GET TOGETHER in Los Angeles

• "Host of the Coast," called the convention hotel of the West. A 1500 room institution with an earned reputation for congenial hospitality and flawless service no matter the occasion.

• With a score of meeting rooms seating 12 to 1200, the West's largest hotel ball-room, six cafes . . . and all under the one roof, in the center of the theatre and shopping district. Surely you'll plan your stay in California at —



. . . William S. Paley, president of CBS, said that they were "calculated to torpedo the existing broadcasting structure" and were "apparently defiant of the orderly process proposed by the President and . . . of the very limited powers conferred upon the commission of the Congress." . . . Mutual, however, said Fred Weber, general manager, agrees with the FCC findings. Nearly 500 U.S. stations are directly affected . . . NBC has about 200 affiliates, CBS 111 and Mutual 175.

While NBC and CBS still held out, Mutual proceeded to make peace with American Society of Composers, Authors and Publishers. This was the first major trend toward settlement of radio's "music war."

Although Mutual has disagreed with the other networks on a lot of things, it joined with them this month in deciding to withhold advertising billings figures. . . . For the first quarter of 1941, combined billings of MBS, CBS and NBC Red and Blue have been reported, unofficially, as 10% ahead of the first quarter of 1940.

WGN, Chicago, Mutual affiliate, has resigned from the Newspaper Radio Committee because it was not convinced that a proposed fund of \$200,000 to be collected from newspapers "will be devoted exclusively to the preparation and presentation of the case on behalf of newspaper ownership of broadcasting stations." WGN is controlled by the Chicago Tribune. Harold Hough is chairman of this committee.

Despite "wars"—civil and otherwise—radio continues to expand. . . . The American Network, Inc., which plans to form a nationwide network of frequency modulation stations, was put on a permanent basis with election of officers, headed by John Shepard 3d., president. . . .

Commercial television is expected to become a reality in July. . . . W39B, Mount Washington, H. H., an FM station, issued its first rate card. . . . New standard stations which started operation included KMYR, Denver, WBNY, Brooklyn, and WPAT, New York, of which Milton J. Flamm was named national sales director. Two Chilean stations, CB150 and CB64, became affiliated with NBC's Pan American network. . . . WING, Dayton, is now a member of NBC's Basic Blue network.

Advertising representatives: WCAE, Pittsburgh, names the Katz Agency. . . . KQV, Pittsburgh, and WHJB, Greensburg, Pa., name International Radio Sales.

John S. DeRussy, from NBC's New York sales staff, has been appointed sales manager of Westinghouse Station KDKA, Pittsburgh, succeeding William E. Jackson, now sales manager of Westinghouse Radio Stations, Inc., in Philadelphia.

WQXR, New York, issues findings in its fourth market survey on products used in the homes of 2,000 of its regular listeners.

Cooperative Analysis of Broadcasting learns in a study titled "Program Audiences and Listening Habits: Rural vs. Cities—Basic Area" that there is greater daytime and less nighttime set-use in rural than in metropolitan areas. The average daytime program rating is 6.2 in rural areas, as against 5.5 in large cities, but is only 10.6 at night, when the average metropolitan rating is 12.8. . . . Top rural nighttime programs area, in order, the Aldrich Family (Jell-O desserts), Lowell Thomas (Sunoco gasoline), Jack Benny (Jell-O), Charlie McCarthy (Chase & Sanborn) and Fibber McGee & Molly (Johnson's wax).



Alan Hendry, Walker & Co.'s new sales promotion manager.

Heads Walker Promotion

Alan B. Hendry has been appointed sales promotion manager of Walker & Co., outdoor advertising, Detroit. Mr. Hendry has had varied retail and radio experience.

Magazine News

Good-Neighborliness blossomed forth in a big way this month with the introduction of *Time's* international edition—*Time Air Express*—some 22,000 copies of which were flown by Pan American Airways to Latin American subscribers, and announcement that *Reader's Digest's* Latin American edition, launched last Fall, now has a circulation of 350,000.

Newsweek issues a statistical promotion piece summarizing advertising revenue for 27 general magazines in the first quarters of 1938, 1939, 1940 and 1941. *Newsweek* happens to lead the list—percentage

ESTABLISHED 1896
SHOTLAND AND SHOTLAND Inc.

TAILORS TO GENTLEMEN 574 FIFTH AVENUE, NEW YORK

BUSINESS SUIT
MADE-TO-MEASURE
from **\$85**
IMPORTED FABRIC
HAND TAILORING

BUSINESS SUITS "READY FOR IMMEDIATE-WEAR" from \$55

MONTREAL
TORONTO
WINNIPEG

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

wise—with a gain of 64% from the first quarter of 1940. Some other gains in this period were *Life*, 53%; *Fortune and Business Week*, 25%; *American Home*, 18%. . . . Thirteen of the 27 magazines were up, 12 down, 1941 against 1940. Two—*Liberty and Look*—were virtually unchanged. . . . *You Magazine* is up 65% in advertising revenue in the first half.

Macfadden Publications merge the sales staffs of *Physical Culture* and Macfadden Detective Group, consisting of *True Detective Mysteries* and *Master Detective*. William Englehart becomes advertising director; John F. Schiller, eastern advertising manager of the three magazines.

This Week reveals in a promotion piece that Wallace Boren of J. Walter Thompson Co. and Wally Boren, who dishes out hamburgers and human interest in *This Week's* feature, "Wally's Wagon," are the same person. Not only that, but Wally himself does a column, in "Wagon" style, to let advertisers know—what—and how many—readers write to him. . . . Some 5,000 people wrote Wally in six weeks, requesting a recipe for barbecue sauce, which he mentioned.

Philip Zach, for 17 years eastern advertising manager of the Capper Publications, and manager of the New York office, has been named vice-president and director of advertising. The Capper group now comprises two daily newspapers, two radio stations, *Household Magazine* and seven farm journals.



Philip Zach



Margaret Jessup

After an absence of 12 years, during which she has been handling radio work with McCann-Erickson, Miss Margaret Jessup rejoins *Parents'* and affiliated publications as assistant to the publisher.

Newspaper News

To "insure the continued existence of all three Minneapolis dailies," the *Star Journal*, *Tribune* and *Times-Tribune* companies there have been "realigned." The *Star Journal* obtains a financial interest in the *Morning Tribune* and *Times-Tribune*, and *Tribune* stockholders acquire a financial interest in the *Star Journal*. John Cowles, president of the *Star Journal*, becomes president; John Thompson, vice-president and publisher; William J. McNally, vice-president of the *Star Journal* and *Tribune* Co. George B. Bickelhaupt is president and publisher of the *Times* Co. C. A. Peterson is named business manager of the *Times* and Joyce Swan business manager of the *Star Journal* and *Tribune*.

The *Morning Tribune* is now published from the *Star Journal* plant. The *Times-Tribune* becomes the *Times* and is published from the *Tribune* plant. The Sunday *Tribune* and Sunday *Star Journal* are combined



The Cowles family expands its interests as John Cowles becomes head of the *Star Journal* and *Tribune* Co.

and published from the *Star Journal* plant as the Sunday *Tribune* and *Star Journal*. The three papers maintain separate editorial identities.

Newspaper Groups, Inc., has been appointed selling agent for advertising appearing in "Buy-Lines by Nancy Sasser," an advertiser-sponsored shopping column to appear weekly in 32 Sunday newspapers with combined circulation of 8,500,000, starting September 7. Five West Coast papers—*Los Angeles Times*, *Oakland Tribune*, *Portland Journal*, *San Francisco Chronicle* and *Seattle Times* recently joined the group. Advertisers will be sold on a 13-week basis. Copy from competing manufacturers will not be used in the same issue. Miss Sasser for some time has done similar columns for the *Raleigh Times* and *Norfolk Ledger-Dispatch*.

Harold Hall, since 1930 assistant to the publisher and general manager of the

New York *Times*, has been appointed business manager of that newspaper.

New England Newspaper Advertising Executives Association will hold a Spring meeting in Boston May 25-28, in conjunction with the annual convention of Advertising Federation of America.



Charles B. Groomes leaves theory (at *Editor & Publisher*) for practice at J. J. Devine & Associates.

Charles B. Groomes, for more than 20 years with *Editor & Publisher*, more recently as general manager, has become an active partner in the newspaper representative firm of J. J. Devine & Associates.

Western Newspaper Union issues findings in a reader-traffic survey of country weeklies, conducted by Daniel Starch. . . . The New York *Journal-American*, on May 1, published 17 consecutive advertising pages from Whelan Drug Stores, to promote a 40th anniversary sale. . . . Phoenix *Republic* and *Gazette*, and Station KTAR there, are showing advertisers and agencies a color film on "Romantic, Progressive Arizona." . . . The Katz Agency summarizes retail census findings for each city and county in the United States in a volume titled, "1070 Cities and 3071 Counties."

ABC Expands

New members of the Audit Bureau of Circulations are Chatham Manufacturing Co.; Chattanooga *Evening Times*, Lindsay, Ont., *Post*, and Nebraska City, Neb., *News Press*, daily newspapers; Baltimore *Catholic Review*, and Dover, N. J., *Advance*, weekly newspapers, and the *Montrealer*, Montreal, a magazine.

Lithographers' Meeting

Dr. Howard T. Hovde, president of American Marketing Association, and D. J. Finn, advertising and sales promotion manager, RCA Manufacturing Co., will be among speakers at the 36th annual convention of Lithographers National Association, at White Sulphur Springs, May 27-29.

HORSE SENSE

Which station should you use, to do an outstanding job of radio advertising in the Hartford Market? It's just good horse sense to choose WDRC—and get all 3—coverage, programs, rate!

THE ADVERTISING TEST STATION IN
THE ADVERTISING TEST CITY
BASIC CBS, HARTFORD

WDRC

CONNECTICUT'S PIONEER BROADCASTER



WASHINGTON'S Finest Hotel

- Noted as the residence of celebrated personages and the scene of internationally important events • Convenient to all Government Departments and other points of interest in the Nation's Capital • World-famous food • Exclusive Men's Bar • Coffee Shop • Gay Cocktail Lounge

Single Rooms from \$4
Double Rooms from \$8

NEW YORK OFFICE
521 Fifth Avenue
MU 6-2386

CHICAGO OFFICE
★ 77 W. Washington St.
STA 5864



- Economy
- Convenience
- Service

For rates that keep your expense account down . . . for convenience of location that saves time . . . for cheerful service that sends you off in a good mood to get that big order.

450 ROOMS
from \$2.25
WITH BATH

HOTEL ATLANTIC
Chicago

4 DINING ROOMS
CLARK AT JACKSON

Visit the new Atlantic Clipper Room

NFSE Holds Sixth Annual Conclave in Cincinnati June 12, 13, 14

"SELLING in America—Today" is the theme of the sixth annual convention of the National Federation of Sales Executives to be held in Cincinnati on June 12, 13, 14 at the Netherland Plaza Hotel.

Harold J. Cummings, president of the Federation, and vice-president of Minnesota Mutual Life Insurance Co., St. Paul, will preside at the annual business meeting on the morning of the first day's session. At the opening luncheon that afternoon Ralph Hess, president of the Cincinnati Sales Executive Council, will call the meeting to order. Hon. James Garfield Stewart, mayor of Cincinnati, will extend a welcome. Guest speaker will be R. H. Grant, vice-president in charge of sales, General Motors Corp., Detroit, whose topic will be "Sales Management in a World at War."

Don Beisel, of Wadhams division, Socony-Vacuum Oil Co., Milwaukee, is chairman of the afternoon session. Frank M. Surface, sales research director, Standard Oil Co. of N. Y., will talk on "Changing Trends in Marketing"; Floyd S. Chalmers, editor *Financial Post*, Toronto, on "What Canadian Business Has Experienced During the War." L. L. Shoemaker, director of sales education, National Cash Register Co., Dayton, will present a demonstration of dramatized selling.

Thursday evening (June 12) a Dutch dinner and smoker will be given at the Cincinnati Club. K. N. Merritt, general sales manager, Railway Express Agency, N. Y., is chairman.

Friday morning H. C. Anderson, general sales manager, Globe-Wernicke Co., Cincinnati, will preside at a breakfast round-table discussion of club activities and programs.

Howard S. McKay, sales manager, Foster & Kleiser, Los Angeles, is chairman of the morning session. I. S. Randall, assistant to chairman of the board, Transcontinental & Western Air, N. Y., will talk on "Aviation's Place in the Post-War Adjustment." J. J. Nance, vice-president and general sales manager, Easy Washing Machine Co., Syracuse, talks on "Selling in a Seller's Market." Arthur Motley, vice-president, Crowell-Collier Publishing Co., N. Y., discusses "Selling's Contribution to America's Progress." President Cummings will give "NFSE's Program for the Future."

Raymond Bill, editor of *SALES MANAGEMENT*, will preside at the luncheon, at which Col. Willard Chevalier, publisher, *Business Week*, will talk on "Business Under Arms."

R. D. Keim, vice-president, E. R. Squibb & Sons, N. Y., is chairman of the afternoon session. Earl F. Hayes, director of sales promotion, Chevrolet division, General Motors Corp., Detroit, will explain "How Chevrolet Builds Its Sales Organization." It will be illustrated by a motion picture film.

A panel discussion on "Recruiting the Sales Force Today" will be participated in by R. F. Lovett, manager personnel research department, Procter & Gamble Co., Cincinnati; Roy A. Fruehauf, vice-president and sales director, Fruehauf Trailer Co., Detroit; Edward C. Schroedel, director institutional and educational department, International Business Machines Corp., N. Y.; J. A. Revelle, general plant sales manager, Swift & Co., Chicago.

At the banquet on Friday evening the *SALES MANAGEMENT* Award will be made. A nationally-known speaker will deliver the address. Governor John W. Bricker, of Ohio, is to be toastmaster.

At breakfast Saturday morning, F. W. Adams, president of the San Francisco Sales Managers Association, is chairman of a round-table discussion of club activities and programs.

At the clinic meeting for discussion of sales problems immediately following, A. H. Carter, sales manager, Canadian Industries, Montreal, will preside. M. J. Lacy, Lacy Institute, Boston, will analyze "Characteristics of Star Salesmen Under the X-Ray." Burton Bigelow, Burton Bigelow Organization, N. Y., will talk on "What the Salesman Must Do to Sell in Today's Market."

Arthur Ramsdell, vice-president in charge of sales, Borden Co., N. Y., is chairman of the luncheon for incoming NFSE officers.

J. C. Aspley, president, Dartnell Corp., Chicago, is chairman of the sales manager's round-table at the closing session, Saturday afternoon.



Earl W. Clements

Campbell-Ewald, Chicago branch, has announced the promotion of Earl W. Clements to a vice-presidency of the agency. Mr. Clements, who has been with the firm for several years as an account executive, will assume additional responsibilities in the management of the Chicago office.

SALES MANAGEMENT

SALES CONTESTS

COMPLETE PLANNING AND MERCHANDISING SERVICE

for all types of contests and premium campaigns — High quality, nationally advertised merchandise. Write for sample catalogs.

SALES CONTESTS, INC.
Talbot Realty Bldg. Dayton, Ohio

ATTENTION EXECUTIVES!

- To design your sales presentation
- To personalize your statistics
- To animate your report
- To map your coverage
- To chart your survey



Call **THE CHARTMAKERS, Inc.**
202 East 44th Street, N.Y. Tel. MU 2-6143-4

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance
Must Accompany Order. Classified
Rates: 50c a line of seven words,
minimum \$3.00. No display.

INTERCITY RESIDENCE SERVICE

MOVING TO ANOTHER CITY? THIS INTER-
city service assists in locating most preferable
apartments, dwellings and offices for executives and
professional men and women. Associates in key
cities. We believe you will appreciate latitude and
convenience of our procedure. Inquiries with your
detailed requirements invited. THE EXECUTIVE
BUREAU, 700 Plymouth Bldg., Minneapolis, Minn.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000.
This thoroughly organized advertising service of
31 years' recognized standing and reputation, car-
ries on preliminary negotiations for positions of
the caliber indicated above, through a procedure
individualized to each client's personal require-
ments. Several weeks are required to negotiate and
each individual must finance the moderate cost of
his own campaign. Retaining fee protected by re-
fund provision as stipulated in our agreement.
Identity is covered and, if employed, present posi-
tion protected. If your salary has been \$2,500 or
more, send only name and address for details. R.
W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

EXECUTIVES \$2,400 — \$25,000 — This reliable
service, established 1927, conducts confidential nego-
tiations for high grade men who either seek a
change, or the opportunity of considering one, under
conditions assuring, if employed, full protection to
present position. Send name and address only for
details. JIRA THAYER JENNINGS, DEPT. A,
9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVES! HIGHLY QUALIFIED MEN!

This competent, personnel advertising service
conducts position-securing campaigns involving con-
fidential, nation-wide negotiations with reputable
employers. Identity covered, and if employed, posi-
tion protected. Write

HARRY F. JEPSON & ASSOCIATES
LAND BANK BLDG., KANSAS CITY, MO.

LINES WANTED

STAPLE PRODUCT OR SPECIALITY for in-
troduction or promotion to industrial or retail cus-
tomers wanted by established company covering
greater New York area. Exclusive agency pre-
ferred. Agent commission basis or would purchase
and stock. Highest references. THE ST. GEORGE
CO., 2 Wall Street, New York, N. Y.

MAILING LISTS

SPECIAL MAILING LISTS, CHEMISTS, AC-
countants, Credit Managers, Sales Managers, Traffic
Managers, Export Managers, Purchasing Agents,
Officials of Corporations, High Salaried Executives.
Write RESULTS ADVERTISING CO., MAILING
LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

SALES CARTOONS

MERRELL FEATURES specialize in original,
creative cartoons for Sales Contests, Sales Bulletins,
House Organs and Cartoon Advertising Strips.
Send for samples of our "SALES PEPPER-UPPERS"
monthly service. MERRELL FEATURES, 318 W.
Randolph St., Chicago, Ill.

POSITIONS WANTED

SALES — For Sale

Sales manager—skilled merchandiser in national
markets. 500% profit increase, new uses and
new markets is his record with one manufac-
turer. He is resourceful, cooperative, tenacious
and profit-minded. A man of action who wears
well. Box 779, SALES MANAGEMENT, 420 Lex-
ington Ave., New York.

Advertisers in This Issue

Page	Page
Air Express 68	National Broadcasting Co. (Blue Network) 54-55
Akron Beacon Journal 69	National Broadcasting Co. (Spot Sales) 75
American Telephone & Telegraph Co. 27	Newark Evening News 39
Black Label and Red Label Whiskey. 7	Newspaper Groups, Inc. 11
The Burkhardt Co. 83	The New York Times 10
Capper's Farmer 9	The Oklahoma Publishing Co. 31
The Chartmakers 92	Owens-Illinois Glass Co. 29
Chevrolet Motor Division 8	Philadelphia Evening Public Ledger . 69
Chicago Herald-American 5	Pittsburgh Sun-Telegraph 85
Chicago Times 71	Ross Federal Research Corp. 89
Chicago Tribune 4th Cover	St. Louis Globe-Democrat 41
The Detroit Times 81	Sales Contests 92
Dictaphone 67	Sales Management 72
Fortune 14	Saturday Evening Post 57
Free & Peters, Inc. 86	Shotland & Shotland, Inc. 90
J. J. Gibbons, Ltd. 90	Strathmore Paper Co. 73
Grit 87	Successful Farming 3rd Cover
Hotel Atlantic 92	This Week Magazine 1
Hotel Biltmore 90	The Troy Record 53
Hotel Mayflower 92	True Story 48-49
The Iron Age 33, 34, 35, 36	United Air Lines 77
Kimberly-Clark Corp. 61-62	WCCO (Minneapolis) 51
Ladies' Home Journal 43	WDRC (Hartford) 91
Life 12-13	The Welcome Wagon Service Co. ... 65
Magnavox 82	WFBR (Baltimore) 82
Mill & Factory 2nd Cover	WGAR (Cleveland) and WJR (Detroit) 58-59
The Milwaukee Journal 3	WJSV (Washington) 51
Modern Magazines 46	WMC (Memphis) 4
	WTIC (Hartford) 79

Although the editors endeavor to make this list complete and accurate, neces-
sary last-minute revisions may result in occasional omissions or other errors.

POSITIONS WANTED (Cont'd)

YOUNG EXECUTIVE

seeks opportunity in grocery field where he has
been active 14 years. Best fitted for promotion
and merchandising. Experience with manufac-
turer, agency and trade association. Well equip-
ped for fact-finding and field work, market
and sales analysis. References on request. Wants
reasonable salary with chance for progress based on
results. Box 777, SALES MANAGEMENT, 420 Lexing-
ton Ave., New York, N. Y.

SALES POWER

Persuasively aggressive, business producing sales ex-
ecutive experienced in industrial, wholesale and
retail dealer sales and advertising, seeks a new out-
let for dynamic sales ability. Age 40: Christian,
competent executive prefers an opportunity where
doing the job and training salesmen is more im-
portant than routine desk work. Write to Philip
Salisbury, General Manager, SALES MANAGEMENT,
420 Lexington Ave., New York, for information
about this executive.

SALES MANAGER FOR HARDWARE MANU-
facturer selling nationally through jobbers and
dealers desires new connection as sales manager,
assistant manager, or branch manager. Ten years
in present position. Advertising, road sales back-
ground. College education. P. O. Box 595, Grand
Rapids, Mich.

SALES JOB WANTED, EITHER INSIDE OR
in field; 5 years' experience with aggressive manu-
facturer as assistant sales manager, supervising all
office detail, 8 road men, export sales; prepared
direct mail, trade paper advertising. Strong jobbing
background general merchandise; over draft age,
Christian. All references, moderate compensation,
location immaterial. Box 778, SALES MANAGEMENT,
420 Lexington Ave., New York.

SALES PROMOTION

PHOTOSTAT PRINTS

Photostat reproductions only 10c, letter size; (in
quantities still less).
Strengthen sales promotions with prints of testi-
monial letters, orders, etc.
For office duplication, often costs less than typing
or contact boxes.

MATHIAS and CARR, Inc.

165 Broadway; 1 East 42nd Street
COrtland 7-4836

Bound Volumes
1941 Survey of
Buying Power
\$2.00

Limited Edition — Order
Your Copy Today

COMMENT

BY RAY BILL



THE 4-A CONVENTION: Probably because advertising is not "hot news" in the sense that this coined phrase applies to ship convoys, bombing expeditions and many other "all-out" subjects, the 24th Annual Convention of the American Association of Advertising Agencies, held early this month in Hot Springs, did not hit a new high of excitement. But it did leave, in its wake, several gems in the realm of ideology, including these significant two comments:

Arthur Hays Sulzberger, president and publisher, New York *Times*: "Unless a free press is understood to be a right of citizenship rather than a privilege of publishers, the free press pillar which supports the structure of liberty will continue to be our most vulnerable point of attack . . . If an alert citizenry will guard the freedom of the press with the same vigilance that it guards its other three fundamental freedoms, it will be in a position to choose as between that part of the press which has assumed responsibility under its guarantee of freedom, and that which has not. If the public is not alert, if it is not on guard, there will be no choice, for there will be no press and there will be no freedom."

Atherton W. Hobler, president, Benton & Bowles: "Advertised products are resistant to price increases. In fact, the whole history of advertised products has been one of lowered prices and increased value to the consumer. We know that price as well as value has increasingly become an essential part of the advertising message and the competitive situation resulting from this is a proved deterrent to price increases."

PLAYING WITH ECONOMIC FIRE: Washington now simmers with problems arising from WPPPT. No, this, is not a new alphabetical agency, rather is it the problem-apex of all leaders of government, business, agriculture, labor and economics. By WPPPT we mean *W*ages — *P*roduction — *P*rofits — *P*rices — *T*axes—and governmental efforts to effect successful control of these factors in our national economy during the present defense-war period.

Bad as are the problems of WPPPT during normal peace times and bad as they will still be under more or less complete governmental regulation, they must be still worse during the critical transition period when private or free controls are diminishing and arbitrary governmental controls are being rapidly extended. The clashes between theory and realism—between those without power and those clad with great emergency power—must necessarily be of resounding proportions. And on the outcome very

possibly depends as much of the economic future of our country as on the outcome of overseas war.

There will be those who clamor to take the profits out of war—offset in part by the counsel of those who point out that without profits there can be no sound financing of either war or defense.

There will be those who seek ever higher wages for labor—offset in part by those who paint the vast dangers of inflation.

There will be those who strive to put the most of the load on the rich—offset in part by those who explain that taking all income of the rich still leaves the major cost to be paid by the relatively poor.

There will be those who say, drop practically all production and sales, except that which bears directly on the war—offset in part by those who recognize the economic necessity for at least as much as possible of "business as usual."

There will be other major clashes of opinion and judgment—and with a final outcome probably now known only to God. But meanwhile, if we are to be even reasonably intelligent, we must all recognize that WPPPT are not strings on which one can play tunes at will and according to moods. These are indeed the life strings of our whole economy and to play with them at all is to play with economic fire.

Surely under such circumstances we must *all* struggle night and day, not to precipitate and prolong clashes, but to attain soundness of policy and substantial unity. Otherwise, and most assuredly, our Rome will burn while we as a nation remain still badly muddled in our efforts to save it. Selfishness on the part of all groups and classes should immediately be superseded by sincere, wholehearted patriotism. Idealist theory should forthwith bow to realism which functions in terms of days, weeks and months.


At the present moment our country stands long on theorists, idealists and selfish proponents of single sectors of our economy. For success in solving the problems of WPPPT, we must change the balance so we are long on executives (men who can do BIG jobs in MINIMUM time) and true patriots (men who carry a torch for no particular group or class).



Start with the "HEART"

WHERE FARMERS ARE
WORTH 2 FOR 1



TAKE
CORN
FOR INSTANCE...

ONE-THIRD
OF THE U.S. FARMERS
LIVE IN THE "HEART"
THEY PRODUCE 72%


TWO-THIRDS
OF THE FARMERS LIVE
OUTSIDE THE "HEART"
THEY MUST DIVIDE 28%...THE REMAINDER OF
THE NATION'S CORN PRODUCTION
 



Actually, "Heart" farmers are worth more than 2 for 1

That's tall talking about tall corn: 72%. But this waving field of gold is just *another* profit-picture of America's Agricultural Heart... the 13 Upper Mississippi Valley States that produce more than half of America's farm wealth. Remember, too, that the "Heart" farmer is not a single-cropper but a *diversified* factory-farmer. Not only does he sell *corn as corn* but he sells *corn as cattle*.

Yes, on every count, Mr. "Heart" Farmer has what it takes! That's why, dollar for dollar, Successful Farming is your best farm-buy. It is selective and effective. It brings your story home to America's top-half farm-families, the two-for-ones, at the *lowest* rate per page of any magazine in the farm field! Meredith Publishing Co., Des Moines, Iowa.

SUCCESSFUL
FARMING

TO SELL SUCCESSFUL FARMERS BUY SUCCESSFUL FARMING

Is your Chicago promotion keyed to today's buying?



When you can have more, why take less?

on Weekdays
from 590,000 to 630,000
more than delivered by other
Chicago daily newspapers

on Sunday
from 270,000 to 730,000
more than delivered by other
Chicago Sunday newspapers

You can sell more at lower cost with the Tribune

Does your Chicago program need an overhaul to put it in tune with today's buying? With spendable income here touching new highs, does your advertising pack a punch in proportion to your opportunities?

At one low cost you synchronize your drive with Chicago's greater capacity to buy when you build your program around the Tribune. The Tribune is the one medium which delivers the volume of circulation called for . . . and rewarded . . . by today's sales.

Every day of the week, the Tribune has more than 1,000,000 total circulation. This is from 590,000 to 630,000 *more total daily* circulation than other Chicago daily newspapers deliver—from 270,000 to 730,000 *more on Sunday* than delivered by other Chicago Sunday newspapers.

Thru the Tribune you get the intensified, market-wide sales pressure you want in metropolitan Chicago. You get 450,000 *more daily* circulation in Chicago and suburbs than other Chicago daily newspapers deliver—more than any two other Chicago daily newspapers *combined*.

And on *Sunday* the Tribune delivers in metropolitan Chicago from 385,000 to 460,000 *more* than other Chicago Sunday newspapers—more than the two other Chicago Sunday newspapers *combined*.

In every income group of interest to advertisers,

the Tribune has more circulation than any other Chicago newspaper. In addition, it reaches hundreds of thousands of other prospects in the adjacent territory.

Retailers know that the Tribune is the medium from which Chicago is accustomed to buy in greater volume than from any other medium in this market. They place in the Tribune 67% more of their lineage than they place in any other Chicago newspaper.

General advertisers know this to be a fact. They place in the Tribune 52% more of their lineage than they place in any other Chicago newspaper.

When you can have more, why take less? Build your program around the Tribune and you give your drive the momentum which piles up volume faster and enables you to sell more at less cost per unit sold. Tribune rates per 100,000 circulation are among the lowest in America.

Ask a Tribune representative or your advertising counsel to help you plan a program around the Tribune which can get you the increased volume now available in Chicago.

CHICAGO TRIBUNE LEAD IN ADVERTISING LINAGE OVER NEXT CHICAGO NEWSPAPER

	1932	1940
GENERAL	22.5%	52.0%
RETAIL	6.4%	67.0%

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

THE
SALES MANAGERS'
MEDIUM

TOTAL NET PAID CIRCULATION NOW IN EXCESS OF 1,000,000 EVERY DAY OF THE WEEK

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